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LUT School of Business and Management
Master's in Strategy, Innovation and Sustainability

THESIS REPORT
CORPORATE SOCIAL RESPONSIBILITY IN NIGERIA'S PETROLEUM
INDUSTRY 25 YEARS AFTER THE OGONI CRISIS
CASE STUDY: SHELL NIGERIA

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ABSTRACT

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The rise in the amount of environmental degradation due to oil and gas exploration activities in the Niger Delta region of Nigeria has been a major concern. It has culminated in several conflicts. Notably, the famous Ogoni-Shell crisis in the Ogoni land in 1993-94 played a vital role in directing the path for corporate social responsibility policies formulation in Shell Nigeria. With the CSR policies presently in its 25 years since formulation, the pressure from the stakeholders has led to improved sense of responsibility of Shell Nigeria. This study centres on the examination of the CSR programmes in Shell Nigeria, their impact and performance of the firm's CSR policies in Nigeria after the Ogoni-Shell crisis of 25 years ago. The master's thesis studies the impacts of CSR policies and explore the relationship between CSR and MNCs in developing countries adopting two main theories, stakeholder theory and value creation theory. The research utilises a qualitative method to carry out a case study research design aimed at interviewing representatives from the company and key informants in the Niger Delta region with a specific focus on the Shell LiveWIRE and the educational scholarship programmes. The results of the study revealed that lack of enabling environment, corruption and weak institutions are major challenges to CSR in developing countries. It also noted that Shell Nigeria's CSR policies has shifted from the charitable or philanthropic gestures to addressing the real development concerns of the host communities overtime, though, the impact has been insignificant.

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LIST OF ABBREVIATIONS

CSR	-	Corporate Social Responsibility
EIA	-	Energy Information Administration
CIA	-	Central Intelligence Agency
NNPC	-	Nigeria National Petroleum Corporation
NEITI	-	Nigerian Extractive Industries Transparency Initiative
SCiN	-	Shell Companies in Nigeria
SPDC	-	Shell Petroleum Development Company
SNEPCo	-	Shell Nigeria Exploration and Production Corporation
JV	-	Joint Venture
MNCs	-	Multinational Companies
FDI	-	Foreign Direct Investments
NGOs	-	Non-Profit Organisations
WBCSD	-	World Business Council for Sustainable Development
UNDP	-	United Nations Development Programme
NLNG	-	Nigeria Liquefied Natural Gas
UN	-	United Nations
CoE	-	Centre of Excellence
GMOU	-	Global Memoranda of Understanding
NDDC	-	Niger Delta Development Commission

1. INTRODUCTION

The introductory section of this study shall beam light on the background of the research and guide the audience through the purpose and aim of the master's thesis through the presentation of the critical components of it.

1.1 Background

The main objective of this thesis is to study the impact of CSR policies of Multinational Corporations in developing countries, and the challenges from developing countries' perspective in these terms. The researcher follows this theoretical approach adopting a CSR theory. To study this goal, in the empirical analysis the researcher adopts regional focus based on West Africa and the oil industry; and apply a case study of Shell Nigeria. The background of this research is to study CSR policies of multinational corporations (MNCs) in developing countries. The focus is on three main elements: the theoretical framework, which is principally centred on CSR theory, stakeholder theory and value creation theory. The research is applied to the context of MNC and CSR policies in developing countries. The empirical research is based on the case study, Shell in Nigeria.

The concept of Corporate Social Responsibility (CSR) refers to an organisation's voluntary commitment to promote community development and growth and, similarly jettison unfavourable practices that are incompatible with the interest of the society (European Commission 2001). Hopkins (2003) argues that CSR entails treating the company's stakeholders in a socially responsible way or ethically. A firm's stakeholders exist within and outside it, and the purpose of social responsibility is to simultaneously create a higher living standard and preserve the corporation's profitability, for its both within and outside stakeholders. According to Solihin (2009), CSR is the deliberate inclusion of the interest of the society in the decision-making of a company. Thus, it is assumed that if a firm establishes an insight with the community where activities of such occur, the understanding established with the people will play a significant role in helping to protect the members of their host communities from the

undesirable consequences and impacts of their economic operations will likewise further improve their activities in the region.

The concept of CSR is an age-long introduction into the business world. As recorded by Jenkins (2009), the labour clashes that developed due to the industrial revolution at the end of the 19th century, when the artisan work model was replaced with mass production, uncovered a series of social challenges that compelled business organizations to apply course of actions that may be regarded as corporate social responsibility origin. As of the middle to late 1800s, emerging companies became apparently concerned with the workers and how to enhance their productivity (Carroll 2008). Although, the root of CSR has a wide-ranging and long history, it is mainly a twentieth century product, notably from the 1950s to the modern era (Carroll 2008, 19). From the 1950s through to the 1960s, the capitalist system that promoted maximization of profit and self-regulation of markets, disclosed derelict actions that resulted in labour and human rights violation by business corporations (Latapi, Johannsdottir & Davidsdottir 2019, 3-5).

By the end of the 1960s, there were strong pressure on companies to act in accordance with social expectations, which mostly took the form of protests, anti-war and environmental campaigns (Waterhouse 2017, 15-16). In the 1970s, there was a recession that led to acute economic crisis, consequently leading to some social movements, which were critical to the introduction of civil rights, women rights, environmental and other issues into business corporations (Carroll & Shabana 2010 & Waterhouse 2017, 16-17). The decade witnessed a rising number of legislations attending to social issues of the time and, thus, presented a larger scale of responsibilities to companies (Latapi et al. 2019, 6). In the 1980s, the laws were relaxed to reduce pressure on business corporations with the aim of lessening the inflation confronting the USA and United Kingdom (Latapi et al. 2019, 6).

During the 1980s and 1990s, expressions commenced over concerns on the impact of human actions on the environment, including business practices with regards to pollution of the environment, health and safety, consumer abuses, and other issues were deliberated at several conferences with international organisations in attendance; notably, the UN conference on the Environment and Development that

was held in Rio de Janeiro (Carroll 2008, 35-36 & Latapi et al. 2019). Carroll (2015) implied that the 1990's globalization process enhanced the global scope of multinational companies and rapidly expanded capitalism, thereby, culminating in concerns over global visibility, competitiveness, expanded stakeholders' network and reputation. According to Latapi et al. (2019, 7), the concept of CSR attracted international appeal in the 1990s, perhaps due to the global approach to sustainable development and also the process of globalisation taking place as at the time. The CSR concept became a central component in a company's response to numerous social demands in the 2000s (Jamali 2008). This is the means through which firms assumed social responsibilities and obligations, with a consideration of the impact of their business undertakings on the stakeholders, consequently, engendering the trust that grants them the access and permission in different markets to execute their business activities (Jamali 2008).

Since the advent of corporate social responsibility, there has been debates over the role of business enterprises in the communities where they operate. According to Friedman (1970), the rudimentary role of a business is to meet the obligation of profit making it owes its internal shareholders, and as such, should channel more focus on this responsibility over others. This argument is premised on the contention that the government owes its society social responsibilities and development, and not the duty of business corporations operating and paying taxes in the society. Contrarily, from the stakeholder viewpoint, a company's responsibility exceeds merely concentrating on meeting the goals of its shareholders, thus, there is an increasing demand culminating from rising awareness (Low 2016, 57 & Eberstadt 1973). Low (2016) further implied that consumers are patronizing business corporations that are socially responsible, which has in turn driven companies to consider CSR more seriously. CSR engagements has proven to influence the reputation of a firm overtime, which in a way imparts business performance (Taghian, D'Souza & Polonsky 2015).

In the modern business world, companies in different parts of the world has incorporated CSR into their core strategy. As globalisation intensifies and MNCs continue to expand investments beyond the shores of the home market, debates continue to emerge over the discrepancy in the level of CSR practice. Jamali and Mirshak (2007, 258-259) noted that importance is accorded to CSR in developed

countries but raised concerns over the practice of it in developing nations. In comparison with the notable growth uprising initiatives and conceptualization of CSR in Western countries, the practice of CSR is generally lax in developing countries (Gugler & Shi 2008, 3). This can be attributed to the high-level awareness and public expectations in developed nations. Going by Jenkins (2005), the critics of multinational corporations' engagements in developing nations, attributes CSR practice to a mere act of global capitalism vision. MNCs, though, may be deemed a vital institutional actor in the expansion of CSR initiative, they are likewise criticised for a considerable amount of the environmental and social disruption in the contemporary society (Yunis, Jamali & Hashim 2018).

Shell is largely tainted with criticism of CSR malpractice in Nigeria (Amnesty International 2015). Issues of atrocious degree of environmental contamination, including the pollution of drinking water, agricultural fisheries and land, as well as the exposure of thousands of the host communities to severe health risks in Ogoni land have been associated to Shell (Amnesty International 2015, 10-12). Jamali (2010, 182) inferred that MNCs are frequently associated with responding to societal pressures to perform CSR activities. Shell Nigeria is reported to have introduced puzzling CSR programmes to address environmental and social concerns associated with its business operations in the country following the rising pressures from both the local and international communities (Boele, Fabig & Wheeler, 2001 & Rwabizambuga 2007). Although, Shell has a number of CSR initiatives currently ongoing in Nigeria, critics has raised questions over the impact on the society, thus, attributing it to greenwash and not intended to enhance the wellbeing of the Nigerian citizenry (Frynas 2000). In this light, this thesis aims to examine the CSR practice of Shell Nigeria with a view to establish the impact on the society, specifically, twenty-five years after the Ogoni crisis. To proceed with the study, the researcher shall study this field by reviewing earlier and contemporary literature works and aims to provide insight for the comprehension of the company's current CSR practices. The remainder of this chapter shall present the statement of the problem, the research questions, objectives, and scope of the study, as well as shed light on its significance.

1.2 Problem Statement

Corporate Social Responsibility (CSR) has been a topic of debate in Nigeria and, in particular, the oil-rich communities playing host to the oil corporations for several decades. Activities of crude oil exploration and production commenced in Ogoni land in 1956 and abruptly stopped in 1993 (Mmon & Igbuku 2015). These activities carried out by Shell and other oil firms in the region for a period of over 50 years left the environment in a desolate state (Mmon & Igbuku 2015 & Bodo & David 2018). As the environment became apparently polluted, Ken Saro-Wiwa, the late environmental activist from Ogoni alerted the international community through his anti-pollution campaign (Amugo & Chinda, 2016, 276, 278 & Bodo Tombari 2019, 2). This event gave rise to a widespread violence across Ogoni land as the locals demands for Shell Petroleum Development Company (SPDC) to vacate the region; and as the massive demonstration and daily pressures intensified, it culminated into violent attacks between the Ogoni youths and security agents (Bodo 2019, 2).

In 1993, SPDC eventually shut down the oil facilities after numerous denial of access by the Ogoni people (Mmon & Igbuku 2015). Although, the facilities were shut down by SPDC in 1993, the facilities were reportedly exposed, thereby, resulting in frequent sabotage and leading to oil theft, illegal operations of refineries and fire outbreaks, which is responsible for further environmental damage across Ogoni land and environs, hence, the unceasing pollution of the land (Mmon & Igbuku 2015). As the protests intensified, the Nigerian military regime, under late General Sani Abacha in a bid to crush the protests, arrested, tried and executed Ken Saro-Wiwa along with eight other members of the Movement for the Survival of Ogoni People (MOSOP) on November 10 1995, after finding them guilty of being involved in the assassination of four chiefs of Ogoni land who were against MOSOP activities (Olayode 2011, 77; Amugo & Chinda, 2016, 280 & Amnesty International 2017, 67). Olayode (2011, 77) implied that the ethno-political movement of Ogoni land spiralled in the international domain following the execution of the Ogoni nine.

Going by Amnesty International (2017, 67), it was broadly reported at the time and Shell were aware that the trial was conspicuously unfair. The company also had sources of information on the trial and secretly followed the court proceedings through

its lawyer, yet, denied knowledge of it, claiming that Shell is not involved in the case, therefore, it was needless to follow it (Amnesty International 2017). Due to this, the Ogoni struggle continued against the Nigerian government with series of protests and agitations over alleged political alienation and environmental degradation (Amugo & Chinda, 2016, 283 & Bodo 2019). Consequently, the Nigerian government in July 2006, under the administration of President Olusegun Obasanjo, launched a process of reconciliation, which subsequently requested United Nations Environmental Programme to carry out a comprehensive evaluation of the impacts of oil pollution on public health and environment in Ogoni land, along with alternatives for corrective actions (Mmon & Igbuku 2015).

Despite the reconciliation programme, Ogoni land remains polluted, and some members of the communities are of the view that the region is currently more polluted than it was prior to UNEP's assessment of the environment in 2011 (Bodo & David 2018). The resultant effect of this, is the increasing impoverishment, health issues and deaths in Ogoni land (Bodo 2018). Although for years prior to the Ogoni crisis, the relationship that existed between the indigenous people of the region and the oil organisations has been inimical, many surveys conducted after the crisis indicates that the undefined responsibility and roles of the organisations towards their host communities remains the major challenge (Nwosu 2017, 47-51).

Currently, the inhabitants of Ogoni land claim that the charitable donations of the oil firms are significantly lower than the environmental damage their activities has caused. The problem of environmental degradation and pollution in the Niger Delta is a result of an ill-equipped and weak regulatory and enforcement regime (Lugard 2013, 113). According to scholars, the numerous fundamental corporate social responsibility problems confronting the Niger Delta region is largely due to weak and poor implementation of policies, with the widening gap between the oil industry's view of what the community ought to have and the actual needs of the community being the most significant (Nwosu 2017). The regulatory bodies sometimes depend on the oil firms for technical assessment and recommendation of remediation activities, as well as restoration of the environment which is not good enough (Lugard 2013, 113).

The firms, nevertheless, insist that they have demonstrated the attributes of good corporate citizenship, implying that it is the companies' duty to do business and pay taxes, while development is the primary responsibility of government, thus, they cannot be charged with government's responsibility (Nwosu 2017, 47). These events have given rise to conflicts in the Niger Delta area. There is a bidirectional connection between conflict and underdevelopment in the region (Onyekwere & Babangida 2019, 75). Onyekwere and Babangida (2019, 75) implied that majority of the Niger Delta youths remain unemployed, therefore, the alternative to engaging in conflicts are consequently very low, thus, the already deteriorated conditions are further exacerbated.

All the companies have reported the steps taken to implement CSR and the resultant projects implemented in the host communities in their various annual reports and journals. Shell Nigeria for instance, highlighted electricity, health care, education, road safety, water supply, and others, all of which are in line with the sustainable development goals as some of their development projects in the Niger Delta area. Though, Shell Petroleum Development Company (SPDC) reported spending over \$73 million on community development in 2011, the community dwellers of the oil firm still make reports of poor infrastructure and non-responsiveness of the company to the needs and aspirations of the people (Nwosu 2017, 47).

Similarly, SPDC insisted that a larger part of the Ogoni people's demands for infrastructural development and social benefits were not their responsibility but that of the government (International Crisis Group 2008, 4). Controversies such as this resulted in the popular crisis between the Ogoni people and Shell that consequently generated the problem of environmental degradation which is yet to be rehabilitated, even though there is a provision to that effect in Nigeria's constitution of the African Charter on human rights as a policy of intervention by the federal government aimed at resolving the crisis that affected the oil companies as well as the stakeholders. Therefore, the rudimentary purpose of the intervention policy was to tranquil the members of the Ogoni communities and mitigate the prevalent hardship, in order to establish a benign and serene atmosphere for the oil and gas corporations to carry on with their operations in the region.

Given these events, a practical research of Shell Nigeria's corporate social responsibility approaches and its impact on Ogoni land and its neighbouring communities is desirable, with the reconciliation policy of the government over 20 years already. In recent times, attempts have been made by a few researchers to study the dimension of the recurrent crisis rife in the region even after the policy has been introduced, but mainly resorted to the perceptions and views of Shell Nigeria's staffs or members of the societies. Based on the knowledge of the researcher, no attempt has been made to carry out an empirical investigation on the effectiveness of CSR in the Nigerian petroleum industry, particularly, Shell Nigeria in the Niger Delta since the crisis in that region that led to the death of Ken Saro-Wiwa in the mid-90s. Therefore, this study is an effort to explore a segment of CSR that has gained less or no interest. In this light, the following section shall beam light on the questions for this study.

1.3 Objectives of the Study

As a result of the problem stated above, the aim of this thesis is to study an in-depth knowledge of the practice of Shell Nigeria CSR in the petroleum industry of Nigeria. Therefore, the objectives of the study are as follows:

1. Investigate the challenges to MNCs CSR practice in developing countries with a specific focus on Nigeria.
2. Examine the corporate social responsibility initiatives of Shell Nigeria.
3. Measure the impacts and performance of Shell Nigeria's CSR policies 25 years after the Ogoni crisis.

1.4 Research Questions

To achieve the objectives stated above, the following questions have been developed to guide this study:

RQ1: What are the main challenges for multinational corporations adopting CSR policies and strategies in developing countries? and what are the main challenges for the country-level?

RQ2: What are the main factors affecting the corporate social responsibility programmes of MNCs in developing countries?

RQ3: What is the impact and performance of Shell Nigeria's CSR programmes 25 years after the Ogoni crisis?

1.5 Scope of the Study

The core emphasis of this thesis centres on the CSR practice in the Nigerian petroleum industry, using Shell Nigeria as a case study. It, therefore, takes ten years (2009 – 2019) data into account for the analysis. The decision of the period is premised on the rationale of looking into the subject of research with a longitudinal data in order to achieve a more reliable result than could be achieved with a lesser period.

1.6 Significance of the Study

The thesis contributes to understand the role of multinational corporations and CSR in developing countries. It also contributes to CSR theory, interconnecting it to stakeholder theory and value creation. Given the central role that revenues generated from petroleum resources play in the economy of Nigeria and the oil and gas organisations, it is vital and imperative that the Nigerian government in collaboration with oil and gas companies develop an effective CSR scheme for the host communities. From this perspective, a study on this field will be beneficial to not only the oil firms, but also the government and stakeholders. Similarly, the outcomes of this research will be relevant in helping the investors to comprehend the impact of corporate social responsibility as added value to the living standards of the people, improve the activities of the firms operating in the petroleum industry and likewise determine if it has enhanced the economy of the nation.

In the same vein, this research will benefit the petroleum firms because it will help them in taking knowledgeable managerial decisions regarding the wellbeing of the members of the host communities where they carry out their business operations.

Such a decision will foster peace between the companies and inhabitants of the society, thereby leading to enhanced performance of their business. Also, a study of this nature will motivate the legislators to attend to matters that may result in turmoil and impediments that will impact the national economy negatively. Additionally, the result of this investigation will be significantly useful to the federal government of Nigeria. The literature review shall be presented in the next chapter.

1.7 Structure of the Thesis

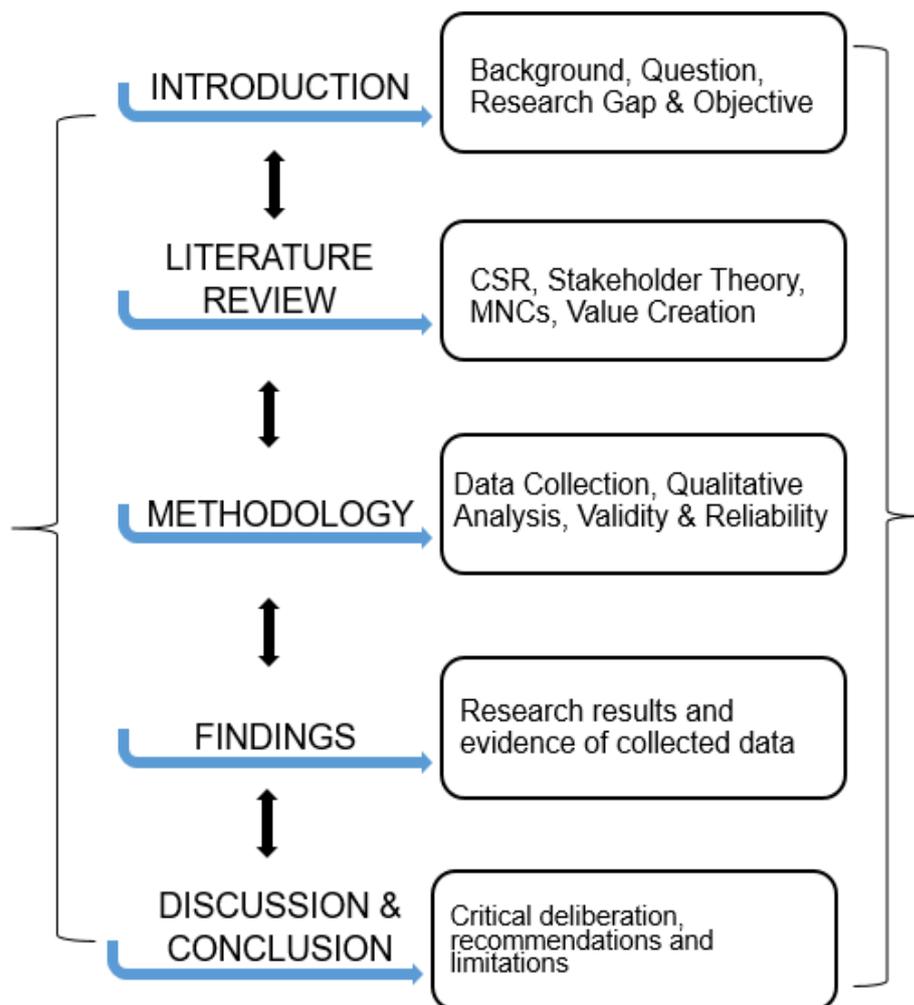


Figure 1: Structure of the thesis

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This section of the master's thesis presents the literature analysis based on a set of main theoretical approaches. I first study CSR and the role of multinational corporations in developing countries. Second, I adopt mainly stakeholder theory and value creation as main theories. I review studies previously conducted on corporate social responsibility from different perspectives; ranging from developed to developing countries and Africa in focus, and the role of multinational corporations in developing countries. I then proceed to study CSR practices in oil firms in developing countries, stakeholder theory, the role of multinational corporations (MNCs) in developing countries, as well as value creation. Furthermore, the Nigerian petroleum industry will be reviewed in this chapter. The next figure shows the main literature analysis and approaches.

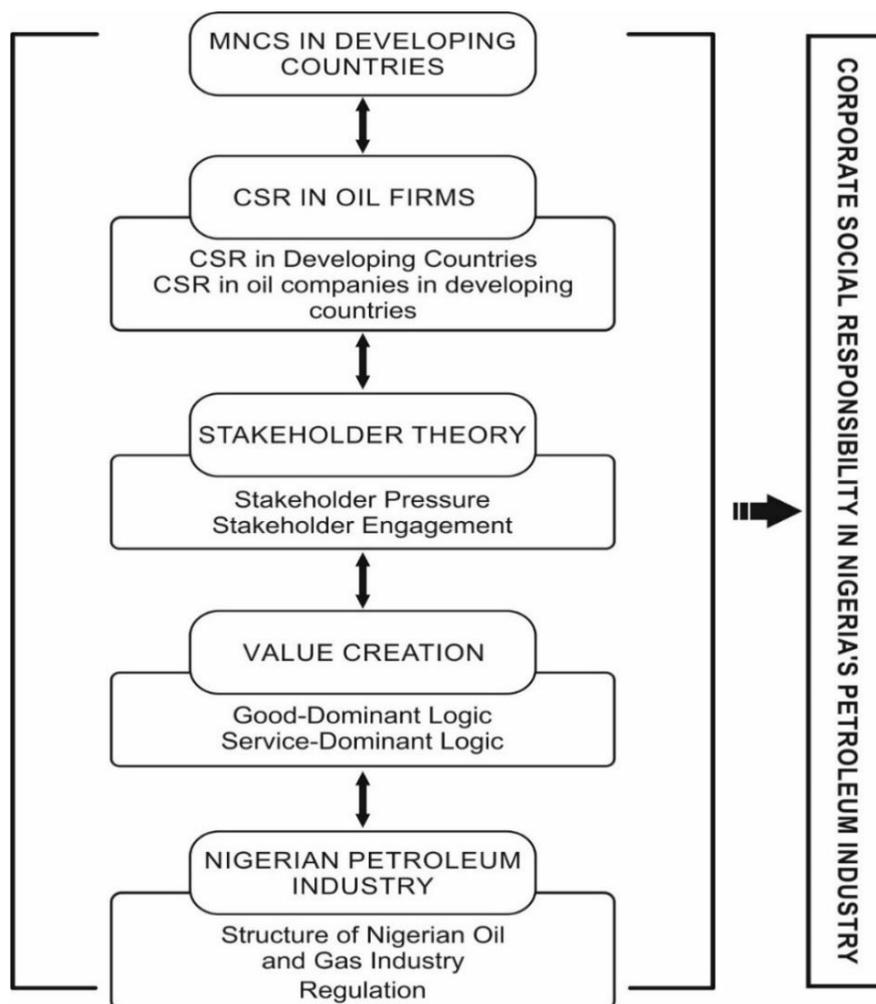


Figure 2: Literature analysis and approaches

2.1 CSR and the Role of MNCs in Developing Countries

Multinational Corporations (MNCs) is defined as a business organisation which have its activities located in over two nations; and the organisational method also describes foreign direct investment (Meier & Schier 2001, 8). These activities include owning, controlling or management of distribution and production facilities in foreign markets. In the present-day global economy, MNCs play a vital role; more specifically, contributing to the development of emerging economies. Abhash (2015, 154) implied that MNCs are otherwise known as transnational corporations, given their nature of transacting business in several nations, and regularly operating in diversified activities of a business. By exploring new ways of augmenting value, MNCs serves as the bridge connecting the prosperous and developing countries and in transmitting ideas, capital, value systems and knowledge across the boundaries globally. Seemingly, these cross-border activities breeds varying interactions with organisations, individuals and institutions, which engenders negative and positive spillovers for the different collections of stakeholders in the MNCs host and home markets (Abhash 2015, 154, Jamali 2010 & Meier & Schier 2001).

The literature on CSR has focused on the analysis of CSR and multinational corporations in development counties (Jamali, 2010). As reported by Meyer (2004, 259-260), a host of research have been conducted to examine the impact of multinational companies (MNCs) on emerging markets. According to Meyer, globalisation has significantly contributed to increases in foreign direct investments (FDI). Additionally, the role played by MNC's in job creation and the benign economic progress and increase in well-being that comes with such development is generally acknowledged (Lee & Vivarelli 2006, 6, Jamali 2010, 182-183, Meyer 2004 & Khawar 1997). Jamali (2010, 182) implied that the turnovers of numerous MNCs are notably higher than the gross domestic product (GDP) of their host countries. Similarly, MNC's penetration into developing nations has a possibility of enhancing the wages of the locals employed by these corporations, thus, increasing the purchasing power of the indigenous people and consequently pave the way for an increase in payment of taxes. The creation of more resources that accompanies FDI will afford the host

country's government ability to spend more resources on infrastructure, healthcare, education, and other social wellbeing areas that will benefit the locals.

As developing countries enter the international market, the different investments by various MNCs make them more open-minded to economic and social changes, hence, adopting modern business practices and values becomes a necessity (Lee & Vivarelli 2006). The operations of the multinational companies should be facilitated by the host nation, given the fact that foreign direct investments are considerably easier to acquire funding in comparison with finance from conventional channels; for instance, non-profit organisations (NGOs), International Monetary Fund or World Bank. According to Worasinchai and Bechina (2010), there is increasing acknowledgement that multinational corporations can potentially influence a number of dimensions, such as technology/processes, capital, infrastructure, competencies/skills and exports (see figure 4). The authors further insinuated that these dimensions are essential for emerging nations aiming competitive improvement.

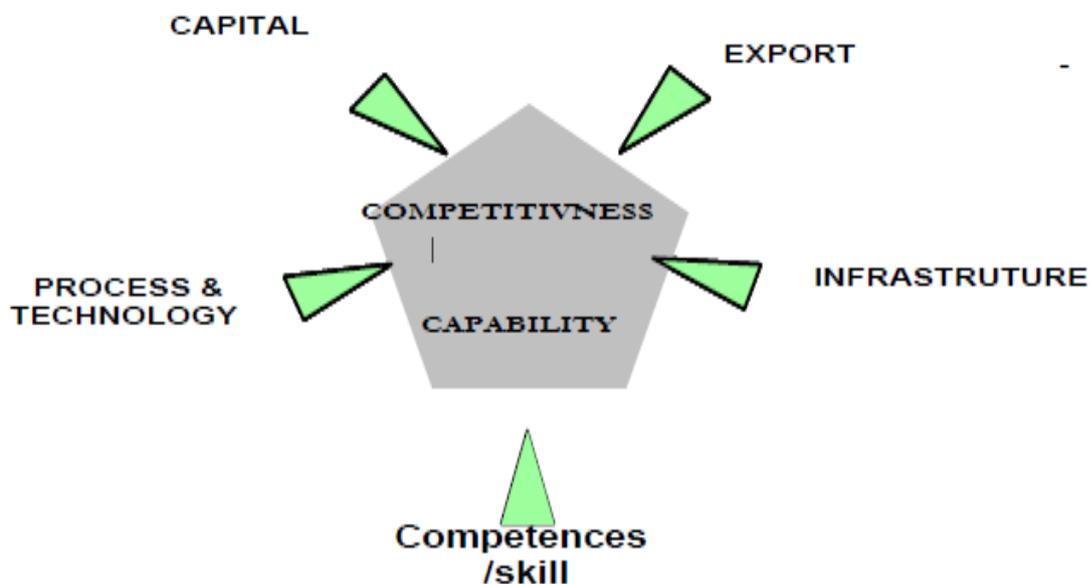


Figure 3: Five dimensions of competitiveness (Worasinchai & Bechina 2010, 172)

Infrastructure stands as the vital element that attracts foreign investors to the country. Inadequate infrastructure brings about impediments to growth. Hence, the host countries engage in improvement and building of infrastructure such as roads, water

systems, telecommunication, electricity, etcetera, to provide an enabling environment that attracts potential investors from abroad. In the same vein, capital is a crucial economic asset in emerging markets. MNCs contribute largely to the flow of this resource much needed to oil the wheel of the economy through their foreign direct investments (FDIs). Also, MNCs help developing countries technologically and in the work process through the transfer of knowledge and expertise during work and training programmes. Consequently, they build and develop the competencies and skills of the local workers in the process. Furthermore, FDI brings about increased international trade. Thus, developing nations need to develop a supervisory framework that can aid the regional and local areas in planning and executing active guiding principles for setting up export competitiveness. This will enable them to benefit abundantly from investment opportunities and international trade. (Worasinchai & Bechina 2010, 172 & Kurtishi-Kastrati 2013, 27-30)

In corroboration, Ferdausy and Rahman (2009, 116-118) highlighted economic growth, capital formation, cleaner environment, export-based industrialisation, employment generation and poverty alleviation as some of the positive impacts of MNCs in developing countries. Nonetheless, it is likewise important to note that the activities of MNCs can create negative impacts such as exploitation of workers, prevent autonomous development, organised crime, tax evasion, health and safety risks, outflow of capital and environmental pollution (Ferdausy & Rahman 2009, 119-121). Thus, in a situation where the MNC is the largest landowner, employer and taxpayer in a small nation, it might pose a threat to the sovereignty of the country. Although problems exist, MNCs possess genuine benefits that cannot be overlooked. Supporters of multinational corporations contend that they regularly upsurge competition, fast track the transfer of money related capital and contemporary technology as well as offer help in the promotion of free multilateral trade (Tirimba & Macharia 2014). Additionally, MNCs are known for their enormous resources and scope, which enables them to think, strategize and operate with global sources and markets planning. Through these activities, MNCs spread value to other stakeholders while also receiving the same. Hence, the literature of value creation shall be introduced in a subsequent section of this study.

2.2 CSR in Oil Firms

Globalisation has significantly contributed to increases in foreign direct investments. As developing countries enter the international market, the different investments by various MNCs make them more open-minded to economic and social changes, hence adopting modern business practices and values becomes a necessity. Given the upturn in consumers' awareness, the concept of corporate social responsibility (CSR) has metamorphosed into a concern and critical aspect of modern-day business societies, thereby, making it challenging to overlook or regarded as an option in their daily business doings. Companies are ever more realising the relevance of CSR because of the evolving issues around it. Some of those issues entails human rights and social matters, and environmental debasement that will likely be affected by the activities of a company. Though, the interest from the public is noteworthy, the resolve for a definition, however, is one thing that remains unsettled.

As a result of the above, this thesis considers two definitions for this research. To begin with, "CSR is the production and distribution of wealth in such a way that stakeholders benefit from it through the combination and execution of sustainable management practices and ethical structures" (Smith 2011, 10). Evident in this definition are the various parts to it, which consists of stakeholders, wealth creation and distribution, sustainable management practices and ethical systems. This connotes that the perspective of stakeholders needs to be given consideration in a company's strategic plan to ensure the creation of shared value.

The definition by the World Business Council for Sustainable Development (WBCSD) is the second one adopted for this study. According to the organisation, CSR is the commitment by a corporation to act ceaselessly ethical and contribute to the economy's growth, and in the same vein, advance its human resources well-being, the provincial community and the society at large (WBCSD 1999). From WBCSD's definition, corporate social responsibility covers the aspects of employees' rights, communities, as well as environmental morals and values. Fundamentally, these definitions shelter a broader view of the concept of CSR, given the fact that they highlight the need for ethical creation and circulation of wealth to ensure businesses

are executed with insignificant net destruction to the environment and avoid compromising human rights.

By and large, the application of the triple bottom line (TBL) system is the prevailing run-through among firms in the new era of commerce environment (Shnayder, Rijnsoever & Hekkert 2015). TBL is the acronym covering the distinct entities of social, environmental, and economic impacts and value creation. Put in other words, the three entities embody people, planet, and profit. According to Shnayder et al. (2015), the planet is concerned with how business activities impact the environment and its limitations; the people aspect dwells on a firm's business execution and the impact on the involved human resources; while the profit phase has to do with the firm's economic effect on the society. These separate entities of the triple bottom line if decorously evaluated, goes beyond covering capital improvement and corporate sustainability to meeting the needs of the firm's direct and indirect stakeholders (Dyllick & Hockerts 2002, 131).

Corporate social responsibility has gradually become more conventional as future-minded corporations continue to embed sustainability into the core of their business processes to create shared value for the public and their businesses. A firm that desires to engage in a sustainable business needs to find the equilibrium between the primary obligations of economic and the main objective of the firm to earn profit; the absence of which renders the practice of CSR unachievable (Carroll & Shabana 2010, 89-91). Furthermore, Carroll and Shabana highlighted legal responsibilities, ethical responsibilities and philanthropic responsibilities as other aspects that completes the previously narrated obligation. A firm need to consider these key responsibilities critically to upturn value and enhance its image in the society. Failure to recognise corporate social responsibility as a paramount aspect of a business can be very detrimental in today's business world.

2.2.1 Major Characteristics of Developing Countries

High degree of population growth is a chief attribute of the developing countries. As of 1993, over 5 billion, exceeding a three-fourths of the world's population, lived in developing countries, and in the developed nations, less than one-fourth. This is due

to the striking differences in death and birth rates between the two sets of nations. Owing to improved medical facilities, there has been a remarkable decline in mortality rates in these nations. Conversely, the birth rate in developing countries remains on the high side, while the birth rate continues to take the downturn in most of the developed countries. The major consequence of high rates of births in developing nations is that it culminates in excessive dependency encumbrance than the case in developed nations. (Szirmai 2015, 39 & Todaro & Smith 2015, 63-64)

Political instability and pervasive corruption are equally a major challenge facing developing countries. Szirmai (2015) implies that the nation-state in economically developing nations is inadequately developed. National integration is lacking, feelings of unity with mutual national values and the social order are not amply developed. Fagbadebo (2007) identified patron-client, which is commonly known as “political godfather” in Nigeria and weak legitimacy as some of the critical factors responsible for the dysfunctional condition of the third world, and Nigeria specifically. These political godfathers have major influence in dictating and influencing national polity to meet personal interests. Thus, in their bid to achieve that, political positions, loyalties are mainly oriented to a particular region, ethnic group, tribe, religious community or family (Fagbadebo 2007, Mwambazambi 2010 & Szirmai 2015). Consequently, several developing nations are wracked by political, religious or ethnic conflicts, which poses a significant threat to the unity of the nation (Mwambazambi 2010 & Szirmai 2015, 39).

Pressure culminating from expeditious population growth on the available natural resources leads to environmental degradation in developing nations. Due to the lax pollution laws in these countries, coupled with rapid industry growth, the environment is indiscriminately made a dumping ground for toxic substances, effluents and wastewater (Szirmai 2015 & Mwambazambi 2010). Szirmai (2015) implied that the high concentration of the population in their flourishing cities with lousy sanitation and sewage systems imposes colossal stress on water resources and the environment in general. Furthermore, the extension of farming land, the use of fuelwood and logging prompts rapid deforestation (Szirmai 2015).

Low living standard is another characteristic of third world countries that is highly pronounced. Persons living on less than \$1.90 per day are classified as living in extreme poverty. Todaro & Smith (2015, 57), general living levels in developing nations tend to be on the low side for majority of the inhabitants. This is not only true when contrasted with their counterparts in developed nations but also relative to the small elite class within their societies (Todaro & Smith 2015, 57). Szirmai (2015, 36) implied that there is a high rate of poverty and malnutrition in developing nations. According to United Nations (2019), Democratic Republic of Congo, Nigeria and Ethiopia are reported among the top five countries with the highest figure of extreme poverty population, and these countries are home to around 23 per cent of the poor people in the world.

2.2.2 CSR in Developing Countries and Natural Resources

Corporate social responsibilities are framed by the ten principles of the United Nations global compact and Sustainable Development Goals (SDG) (Hopkins 2016, 2). Regardless of location, CSR has equal importance; thus, CSR practice in developed countries should be applicable to developing countries. Developing nations, according to the International Monetary Fund (2006), have growing economies and contribute largely to business globally. According to the United Nations Development Programme's (UNDP) human development report (2006, 2-4), there exists more turbulences in environmental and social areas of life in developing nations. However, if our focus is solely on the basic needs of human, such as infrastructure, food and clean water, there is a staggering figure of over one billion people lacking access to daily necessities of life (UNDP 2006, 2-4). Likewise, United Nations (2007, 7) insinuated that there is a high number of people in developing countries living on below one Dollar a day, with the majority of them in the Sub-Saharan African nations.

Visser, Matten, Pohl & Tolhurst (2008) entails the practice of CSR by a few firms with the ulterior motive of expanding their business in order to attain international status in the course of CSR. Besides, problems such as environment versus development, creation of employment against value-added labour regulations, brand-related philanthropy versus marketing, and vice-versa, arise on occasions, thereby, making it a challenge to maintain CSR notion in emerging economies, contrary to the case in

developed countries (Doane 2005, 28 & Visser et al. 2008, 492-493). In a related development, Jamali (2010) suggested that two different stakeholder publics exist when the case of MNCs and their subsidiaries are presented. The presence of two diverse publics introduces some elements of intricacy, not presently accounted for by home-grown subsidiaries, leading to homogeneous but adulterated CSR undertakings that are disconnected from local demands/needs in the MNC's host nations (Jamali 2010, 196). In many companies, attention is focused on integrating CSR into their business strategy. In developing countries, the concept of CSR encompasses short-term input in aid program and corporate philanthropy by various multinational corporations emulating one another in the adoption of CSR strategy for business advantage purposes. Thus, the concept of corporate social responsibility in developing nations traverses around social, community advancement and human rights. (Visser 2009, 474-482; & Osemeke, Adegbite & Adegbite 2016, 362-364).

A key component of CSR is environmental protection or sustainability of natural resource exploitation and the application of environmentally friendly technology. This has resulted in the coinage of the concept of corporate environmental responsibility, a term that illustrates the important position the environment plays (Mazurkiewicz 2005). Traditionally, in some African countries, protecting the environment is a public and external interest of private life. Governments bear the primary responsibility for ensuring environmental management and focus on creating and maintaining a safe environment (Green 2002). When environmental problems arise, the public sector is generally responsible for mitigating environmental damage. Such negative externalities, as economists call them, caused many people to be impoverished, raising doubts about the government's commitment to the people.

In most developing countries, environmental responsibility of the company is defined as the duty to cover the environmental impacts of the company's operations, products and facilities; eliminate waste and emissions; maximise the efficiency and productivity of your resources; and reduce practices that may negatively affect the gratification of future generations' resources (Mazurkiewicz 2005) in making money since the publication of the "Brundtland Report" in 1987, as a result of the United Nations Global Medium Environment and Development Commission. In that committee, efforts were directed towards understanding the concept of sustainable development. The concept

of sustainable development has been defined according to Green (2002) “as development that meets the needs of the present without compromising the ability of future generations to meet their own needs”, and it focuses on finding strategies to promote economic and social development in a way that avoids environmental degradation, overexploitation or pollution and away from Less productive discussions on whether to give priority to development or the environment. Progress of adopting CSR in emerging nations is, nevertheless, still moving at a slow pace (Visser et al. 2008, 493), due to the presence of corporate charity or philanthropy programmes by various leading firms. Engagement in community advancement programmes and wellbeing initiatives stands as the most imperative CSR business strategy of companies in emerging countries. Corroborating this position, Osemeke et al. (2016, 364-366) in their paper, “Corporate Social Responsibility Initiatives in Nigeria”, hinted that aside the philanthropism of multinational companies, Nigeria lags in effective CSR practice like most developing countries. However, Jamali and Karam (2016, 92) suggests there is maturation and healthy growth in the field of corporate social responsibility in developing nations.

2.2.3 CSR in Oil Companies in Developing Countries

Anderson and Bieniaszewska (2005) implied that several processes and operations of the oil industry leads to severe impacts of various degrees on the environment, ranging from solid and harmful waste, atmospheric emissions to liquid wastes, and society. The main activities and impact of these processes are narrated below.

Main Activities and Strategies:

Strategies in the direction of CSR by multinational enterprises in emerging nations are not identical, and four types of strategic generic organisations can undeniably be defined as reactor, innovator, sleeper and defender (Abreu Monica 2009). Such systematic classification is created banking on, from one viewpoint, the environmental pressure on the company and, the scale of environmental function on the other end. Regardless, different investigations conducted in this respect demonstrates that the arrangement of crucial activities executed by multinational corporations in developing

nations has a positive and significant profitable contribution to not only on a short-term basis but also the long-term competitiveness of involved organisations (Garcia-Rodriguez, Garcia-Rodriguez, Castilla-Gutierrez & Major 2013, 375 & Vazquez & Liston-Heyes 2008).

According to Garcia-Rodriguez et al. (2013), the activities narrated above are not insusceptible to condemnation, owing to the seemingly more prominent significance of essential investment contrasted with some particular activities of this sort, which frequently serve as a mere cover-up for more profound issues. What creates profitability on all fronts for a country is a deep-rooted investment in developmental courses, otherwise known as macro-level economics. Thus, Bianchini and Ghilardi (2007) implied that if large MNCs contracts small-sized companies in their host countries, they will spread the benefits of operating in such a market across to the less privileged members of the community who are not gainfully employed; or they muddle through with the economy informally. A conceivable clarification for this circumstance is the meagre interest demonstrated by the actions of some of these big corporations in developing countries in changing the game's rules, since so doing could subvert their advantaged ties with the ruling elites of the host markets. However, there is increasing stakeholders' action to check the activities of businesses, which will be reviewed in the latter part of this chapter.

Environmental Impacts:

These companies, minimising and preventing environmental impacts may be well thought-out as their CSR strategy, using EMS as the central instrument. Garcia-Rodriguez et al. (2013) insinuates that EMS, which origin is rooted in progressing quality standards and dates back to the 1990s, connotes mechanisms for systematising practices that pose a threat to the environment. In line with standards, Garcia-Rodriguez et al. (2013, 375) insinuated that, though, there exist numerous standards options, the ones advanced by International Organization for Standardization (ISO) have resolutely established themselves as the most accepted standards on a wider scale; specifically, due to their universal features. The EMS tools, especially the ones centred on ISO 14000 have appeared to emphatically impact the environmental performance of the organisations adopting them positively, as well as

associated suppliers and other stakeholders (Arimura, Darnall, & Katayama 2011 & Guoyou, Saixing, Xiaodong & Chiming 2012). Furthermore, this effect on environmental performance reaches out thusly to CSR and, ultimately, to the company's competitiveness, particularly, in the instance of bigger corporations which take after proactive approach (Marin, Rubio & Ruiz 2012).

Table 1: Examples of environmental impact CSR practices of oil corporations in developing nations (Amaeshi, Adi, Ogbechie & Amao 2006).

CSR Practices	Environmental Activity Description
Community support	Building libraries, schools, water wells, sponsoring education through scholarships, health (e.g. free temporary medical centers), sponsorship for culture preservation and sports.
Disaster relief	Cash and in-kind donations and emergency response (e.g. clothing, food and medicine)
Product	Quality assurance, responsible oil drilling and production, discount on basic needs.
Environment	Waste management and replanting.

Societal Impacts:

Nevertheless, the oil and gas reserves of the world are not essentially situated in nations with democratic practice, and oil corporations are recurrently castigated and confronted by civil society to give an account of their activities in countries governed by tyrannical governments; their adopted security procedures to protect facilities; how the host country utilizes their revenue; and the relations they share with the concerned governments. Resultantly, practically all oil firms employ corporate social responsibility measures beyond mere environmental administration and protection but take account of actions targeted at helping in addressing the community's problems in which their business is conducted; likewise, a more universal nature problem. The extensive and varied set of activities incorporates those at micro-level which comprises social framework, for example, hospitals, roads, etcetera, and macro-level that entails assisting the declining agricultural and manufacturing sectors, tackling poverty,

amongst others. Consequently, the local stakeholders often anticipate the contribution of the involved oil and gas companies to the country's development. (Idemudia 2011, Edoho 2008 & Mitchell, Agle, Chrisman & Spence 2011, 7-8)

Table 2: Examples of social impact CSR practices of oil corporations in developing nations (Jamali & Mirshark 2007).

CSR Practices	Social Activity Description
Labour welfare	Improving salary, providing safety gear and house for workers.
SMEs Empowerment	Grants, revolving funds, scholarships loans, capacity building.
Philanthropy	Cash and in-kind donation, charity events support, e.g. community festivals, religious occasions and greening.
Health	Free clinics, sanitary and medicine donation.
Education	School renovation, vocational training and internship training.

2.3 The Stakeholder Theory

Together with CSR, the main theory adopted in this thesis is stakeholder theory. According to Rathnayaka (2011), a stakeholder can be defined as any person within or outside an organisation that are affected and can influence the organisation's business activities. Although this is widely accepted as a suitable definition, Eden and Ackermann (1998, 117) defined stakeholder as "People or small groups with the power to respond to, negotiate with, and change the strategic future of the organisation". Given these meanings, a stakeholder can be classified as any type of entity, typically internal or external to a company, which it aims influencing and as a result, has an impact on the company. The competitors, regulators, non-governmental organisations (NGOs), customers, suppliers, senior management, community, environment, union, head office and government are some of the primary and secondary stakeholders of a firm frequently mentioned (Maignan, Ferrell & Ferrell 2005, 957 & Benn, Abratt & O'Leary 2016, 6-7). Figure 4 below highlights a company's stakeholders.

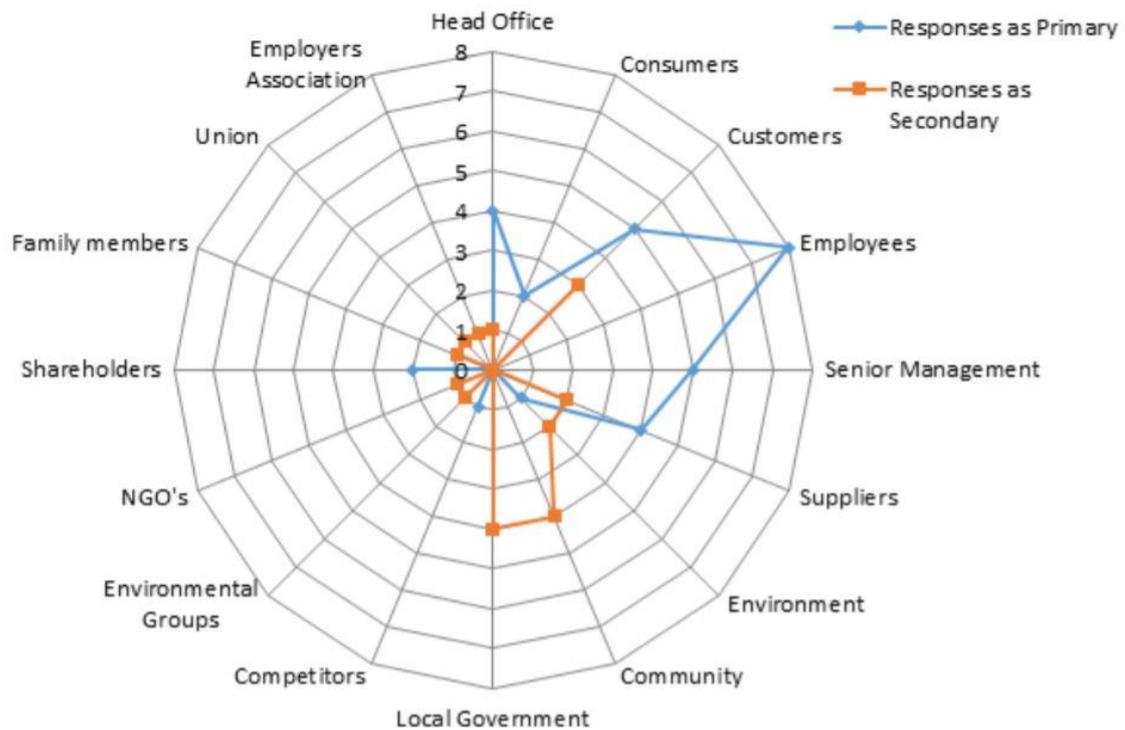


Figure 4: Company stakeholders: the executive view (Benn et al. 2016, 7)

The different stakeholders of a company have varying norms and values. Such values concern matters relating to the company and individuals or even matters that affect wellbeing indirectly; for instance, forced labour, irresponsible sourcing and environmental contamination. Hence, Hjalmarsson, Johansson and Rudmark (2015) insinuated that the marketing and operations of companies have taken a divergent dimension from the normal narrowed alignment of customer to benefits and relationship management with an assortment of stakeholders.

Friedman (1970) implied that a company was previously deemed an entity with the sole aim of generating profits and growing shareholders' value afore the modern business era. However, the steady rise in consciousness of a more expansive collection of stakeholders has witnessed that perception take a different turn. In the modern business space, an organisation's objective cannot be solely focused on making profits because the relationship upholds the various stakeholders with varying interests (Hjalmarsson et al. 2015). The authors further implied that one important factor that determines the success or failure of the organisation is how it works with social and environmental issues. Thus, the stakeholder concept indicates that a

company cannot neglect other stakeholders while in its bid to meet its shareholders' needs. Consequently, focus has been shifted from building company to stakeholder relationship over profit maximisation (Hult, Mena, Ferrell & Ferrell 2011). With this approach, the fundamental task for a firm is to define their amount of responsibilities, and the people owed those responsibilities. Afterwards, the way the company is evaluated and beheld by the stakeholders strengthens all interactions. For that reason, Hjalmarsson et al. (2015) restated the vital role of management's attentiveness to the perception of organisation by the stakeholders in the ethical and social responsibility aspects, due to the cooperation and notable activities between the organisation and the stakeholders.

This master thesis focuses on two main concepts: stakeholder pressure and stakeholder engagement. Stakeholder pressure is the capacity and ability of a company's stakeholders to influence its choices (Fassin 2009). Thus, the decisions an organisation makes determines the degree of pressure from the stakeholders. Stakeholder pressure can influence an organisation's business outcome. As implied by Murray and Vogel (1997, 143), formal or informal action carried out collectively or individually by stakeholders can affect a firm's business activities negatively or positively. Murray and Vogel (1997) argued that many company managers falsely believe that stakeholders are intruding with the organisation's private affairs; thus, unprogressive organisations might decide to neglect responses to public issues. Contrariwise, the progressive organisation might opt to implement an efficiently managed CSR strategy to leverage the practices of the company with the public's expectations. Adoption of this approach will help managers to identify the crucial issues that might pose a threat to the company, as well as those of shared interests involving the company and its stakeholders with the objective of sidestepping future dissatisfaction (Murray & Vogel 1997, 143). Maignan et al. (2005, 957) hinted that due to pressure stemming from stakeholders, several companies endeavour to contribute to stakeholders' needs actively by going beyond the basic governing requirements of the business operations of the firm. Therefore, the next section of this literature will review the role of MNCs in emerging markets.

2.4 Stakeholder Engagement

Stakeholder engagement is fast emerging as a crucial tool for developing an awareness of what sustainability means for businesses and in what way it can add to value creation practice and the feasibility of their activities (Partridge, Jackson, Wheeler & Zohar 2005, 10). The concept of stakeholder engagement stresses the necessity for inclusive, far-reaching and balanced engagement, according to Crane and Amaeshi (2006, 249). Going by Greenwood (2007, 317), stakeholder engagement is defined as practices that an organization performs with the intent of involving stakeholders positively while executing organizational activities. Stakeholder engagement is the full range of a company's efforts to comprehend and include stakeholders in its undertakings and verdicts (Partridge et al. 2005, 13).

Engaging with stakeholders can help a company meet its strategic and tactical need, which ranges from data collection and identifying trends that may influence its undertakings, to transparency improvement and generating trust of groups or individuals whose support are vital to the long-term success of the company, to igniting innovations and organizational adjustments required to meet the prevailing threats and opportunities of the business (Partridge et al. 2005).

2.5 Stakeholder and Value Creation

Lately, business has faced criticisms as the leading cause of environmental, economic and social problems (Porter & Kramer 2011). According to the duo, firms are broadly thought to succeed at the detriment of the communities where they operate. Thus, trust previously placed on business has taken a dip; consequently, prompting government administrators to establish regulations that dent competitiveness and attenuate the growth of the economy (Porter & Kramer 2011). Going by Holbrook (1999, 3), the philosophy of value was suggested in the mid-1940s. From then on, the discussion of value theory has spread its focus across various viewpoints bordering on joint value creation from customers as well as buyer and consumer value (Tikkanen & Niemelä 2014, 3). In their research, Vargo, Maglio and Archpry (2008) submitted that the framework of value creation is in the same way as crucial as the dexterities of

its actors. Value creation signifies the creation of value-in-use of the consumers and indicates that interaction and value co-creation are intertwined (Grönroos & Voima 2011, 5). However, given the obtainable diverse meanings to value creation, Voima, Heinonen and Strandvik (2010, 3-5) implied that the concept of value creation is complex and it comes unmistakably clear when we begin to enquire about the veritable meaning of value and more insightful enquiries.

Explicitly, there are two general connotations to value, which entails value-in-use and value-in-exchange (Vargo et al. 2008, 146). These general meanings put forward by the authors, embodies the different angles concerning the value concept. Vargo et al. (2008, 146) implied that together with other dissimilar multiple actors, such as government, employees, stakeholders, consumers, companies and a host of others, value is co-created, but the determination of the ultimate value is solely done by the final consumer. It takes an actor and a recipient to create value; thus, co-creation of value will always involve the participation of more than one actor. In the light of this, Lusch and Vargo (2014) insinuated that value-in-context signifies that value co-creation cannot be attributed to all cases of value created, but other resources or actors might create such values. Connecting with resources and actors provides the actors with the circumstance and avenue to experience value. Preceding writings regarding service marketing exemplifies the service supplier's competence about co-creative interactions or how to influence customer value creation (Echeverri & Skalen 2011, 351-352). The following section shall beam light on two logic perspectives of value.

2.5.1 Good-Dominant Logic

As reported by Vargo and Lusch (2004), the meaning of value from the perspective of value-in-exchange enthrones goods-dominant logic (G-D). Going by Vargo et al. (2008, 146), when G-D logic is presented, value is only created within the concerned firm, who afterwards distributes the value in the market, usually via exchange of money and goods, and not in interaction with other actors or within the customers. This ideology of G-D logic dates back to Adam Smith's notion of value of 1776, which states that genuine value exists within a firm's labour. Vargo et al. (2008) further stated that sales of services and products is the foremost idea behind the goods-dominant logic.

In addition, goods-dominant logic lacks the needed capacity to explain the customers' role in utilizing their individual resources in a creative manner as obtainable in value-in-use when offered by service providers (Arnould, Price & Malshe 2006, 100-101).

2.5.2 Service-Dominant Logic

Service-dominant (S-D) logic is another perspective of value that treats any knowledge-laden interactions that occur between supplier and buyer as a service (Kowalkowski 2010, 286). According to Vargo and Lusch (2008a, 2-5), value-in-use is tied to several factors and that value-in-exchange is a significant component of value co-creation process. Similarly, Lusch and Vargo (2006, 40) implied that S-D logic is founded on the notion that goods are merely a means of getting service delivered to the customers. Under this perspective, other actors and the customers jointly create value, hence the term co-creation, portending that value is created through interaction between the stakeholders (Vargo et al. 2008, 147-148). Furthermore, Vargo et al. (2008a, 2-3) insinuates that the value-in-use process of creating value is service-centric, and it is widespread in the marketplace, which enable all actors to generate the value. Nevertheless, it has been recognized that the rationale for comprehending value and co-creation of value is still missing; it, however, goes beyond the guarantee of value to involvement of the consumers controlling the creation of value (Heinonen & Strandvik 2015, 4-5). The explanations of these studies points to the exchange of value between the actors; thus, buttresses the theory of Vargo and Lusch.

With the two logic angles narrated, value can be created for the customers in different places and methods. According to Porter and Kramer (2011), shared value reconnects business accomplishment with social advancement. A company can create shared value by building supportive industry clusters at the firm's locations, redefining productivity in the value chain, and by reconceiving products (Porter & Kramer 2011). Furthermore, Voima et al. (2010) stated that value happens in different forms across humans, that people might create value from learning processes, memories or even when envisaging a journey. As hinted by Grönroos (2011, 281-283), companies, consumers, and all actors' co-creation of value leads to the all-encompassing procedure of value creation. Conversely, the idea of value perception and determination by the consumers based on value-in-use leaves value blurred, given

this acumen, value can neither be value-in-use nor value-in-exchange, hence the unclear nature of value (Vargo & Lusch 2004, 7; & Grönroos 2011, 281). Thus, Grönroos (2011, 282) suggested that actualization of value occurs when the buyers use the service or product and experience the actual value.

2.5.3 Stakeholder Theory, Pressure and Value Creation

The stakeholder theory is efficient in connecting value creation, stakeholder pressure and engagement as a useful approach to guide companies towards the creation of value for all stakeholders and fulfil corporate social responsibility obligations (Argandona 2011, 8-10). The theory suggests that corporate social responsibility goes beyond the mere satisfaction of shareholders or owners and takes steps to establish balanced relationships with all stakeholders of the company. Hence, corporate social responsibility principles promotes stakeholder participation, which is defined by Fudenberg and Tirole (1986) as the design of institutions that stimulate management or compel it to absorb the wellbeing of stakeholders. This theory is attributable to the growing interest in corporate social responsibility because the ethical attitude associated with a community of loyal corporate clients can improve the company's value (Tirole 2013). Stakeholder theory asserts that the stability and survival of the organization depends not only on satisfying the interests of the primary stakeholder but must also have the support of all company stakeholders (Argandona 2011, 8-10). Stakeholder theory assumes, as a positive theory, that CSR is sought to understand and satisfy stakeholders.

2.6 Context of Research: Nigerian Petroleum Industry

Nigeria, a country that is home to over 190 million inhabitants is an African nation situated in the Sub-Sahara axis of the continent with a total of 923,768 sq.km in land area; bordered by Cameroon, Chad, Benin Republic and Niger (CIA 2018). According to CIA, Nigeria is endowed with numerous natural resources, top of which is oil and gas. The history of Nigeria's oil and gas exploration dates back to 1956 when the resource was first discovered in commercial volume at Oloibiri by Shell-D' Arcy and British Petroleum (BP) joint venture, otherwise known as Shell-BP in Nembe metropolis of Bayelsa State (Zeb-Obipi & Bagshaw 2002, 138). However, the industry

was mainly dominated by MNCs prior to the early 1990s when indigenous companies started venturing into the sector (KPMG 2014, 5). According to U.S. Energy Information Administration (EIA) (2016), Nigeria is presently the leading producer of oil in Africa as well as ranked amongst the world's top ten countries endowed with natural gas and oil. Going by reports, Nigeria is projected to possess a proven oil reserve of 37.2 billion barrels, likewise a proven reserve of 5 trillion cubic feet of natural gas reserve to rank among the biggest oil reserves in the world (CIA 2017).

Although Nigeria has in total thirty-six integral states, only nine states located in Niger Delta province of the nation generates the onshore oil and gas, whereas the country's source of offshore is dependent on the Gulf of Guinea, Bight of Bonny and Bight of Benin (NEITI 2013, 27). In 2011, Nigeria produced around 2.5 million barrels of crude oil and 1 trillion cubic feet dry gas per day, exporting approximately a little over 2 billion barrels of crude oil and 17.9 million metric tons of liquid natural gas in the same year, which made the country the fifth largest exporter of liquid natural gas in the world (U.S. EIA 2016). Furthermore, Nigeria Extractive Industries Transparency Initiative (NEITI) (2013, 27) added that 33%, which sums up to roughly 767,000 barrels of crude oil was exported from Nigeria to the United States daily; thus, making Nigeria the fourth biggest foreign supplier of crude oil to the United States.

According to IMF country report (2012), Nigeria's economy relies highly on the oil and gas industry, a sector that accounts for around 95% of the nation's foreign exchange proceeds, about 75% of the total revenue of the federal government and not less than 40% of its national GDP. This development prompted the Nigerian government to institute policies and regulatory structure to appeal to more investors, guarantee enhanced production capacity and ensure an environment that is sustainable. Hence, the following segment shall be dwelling on the structure and regulatory regime of the Nigerian oil and gas industry.

2.6.1 Structure of the Nigerian Petroleum Industry

Structure of the Nigerian oil and gas industry does not differ much from what is obtainable in other parts of the world as can be seen in figure 4 below. The Nigerian

oil and gas industry are categorized into three major sectors, namely: upstream, midstream and downstream sectors (Nigerian Oil and Gas Industry 2017).

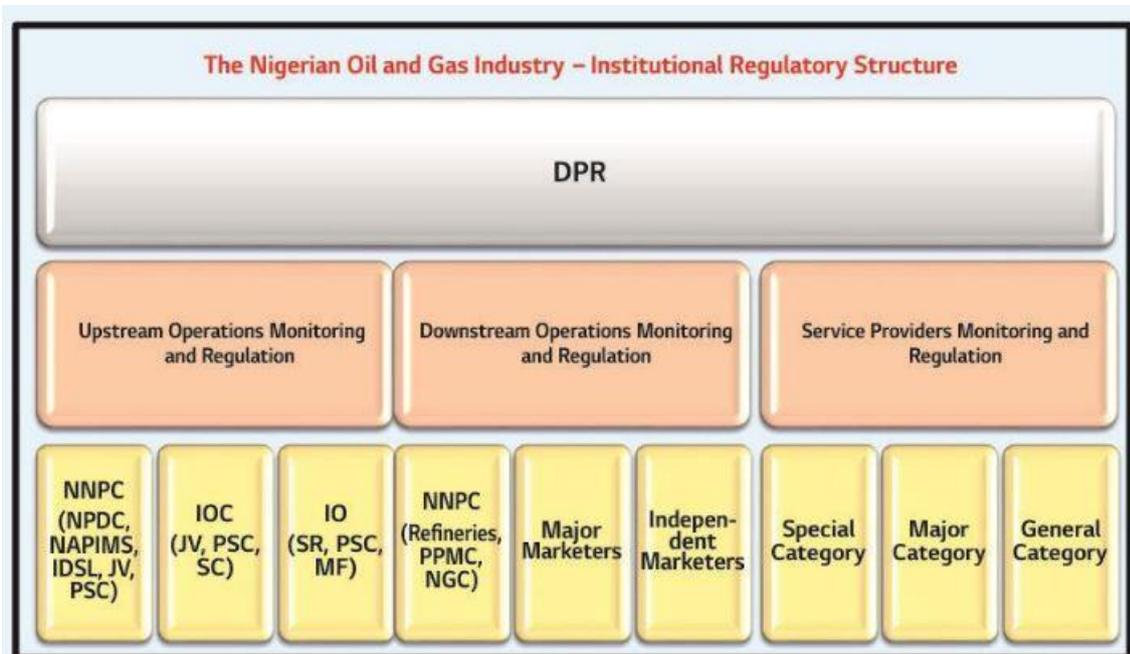


Figure 5: The Nigeria oil and gas industry (Nigerian Oil and Gas Industry 2017, 9)

Nigerian National Petroleum Company (NNPC) is charged with the duty of overseeing the activities of participants in these sub-sectors of the oil and gas industry in the country. The following section will beam light on these activities.

Upstream Sector:

According to Organization of the Petroleum Exporting Countries (OPEC) (2013, 27), the upstream sector is characterized by the exploration phase of oil from their various sources, and production stage that entails extracting the oil from the sources for use. This sector which accounts for over 90% of Nigeria's exports and around 80% of its federal government's revenue is deemed solely very crucial sector of the nation's economy (KPMG 2014, 5). Operations in Nigeria oil and gas upstream sector is presently under the management of the Exploration and Production Directorate consisting of National Petroleum Investment Management Services (NAPIMS), Crude Oil Sales Division (COSD), Integrated Data Services Limited (IDLS), Nigerian Petroleum Development Company (NPDC) and Nigerian Gas Company (NGC), all of

which are classified as Strategic Business Units (SBUs), operating directly under the Nigeria National Petroleum Corporation (NNPC 2016). Outlining their collective responsibilities, NNPC stated that they have the duties of exploring crude oil, production and transportation, storage, marketing, conducting surveys, and collation and interpretation of seismic data.

Nigeria's upstream subdivision has differing forms of arrangements in executing its oil and gas activities, which encompasses allocation of production contracts, service contract, marginal field concession and joint venture (KPMG 2014, 5 & Odularu 2007, 8). Joint venture is the dominant one among the approaches adopted by NNPC. Going by Odularu (2007, 8), oil production through joint venture firms accounts for around 95% of the crude oil production of Nigeria. Among the companies partaking in joint venture in Nigeria's oil and gas industry, Shell is operating the largest share at a figure of 55% with government interest through NNPC, producing around 50% of the nation's crude oil (Odularu 2007, KPMG 2014 & NNPC 2016). Other MNCs involved in a joint venture with the Nigerian National Petroleum Corporation (NNPC) include ChevronTexaco, TotalFinaElf, Exxon Mobil and ENI/Agip, of which NNPC has a stake of 60% (Nordås, Vatne & Heum 2003, 54, NNPC 2016 & KPMG 2014, 6). Below is a figure illustrating the main actors in the Nigerian petroleum industry upstream sector.

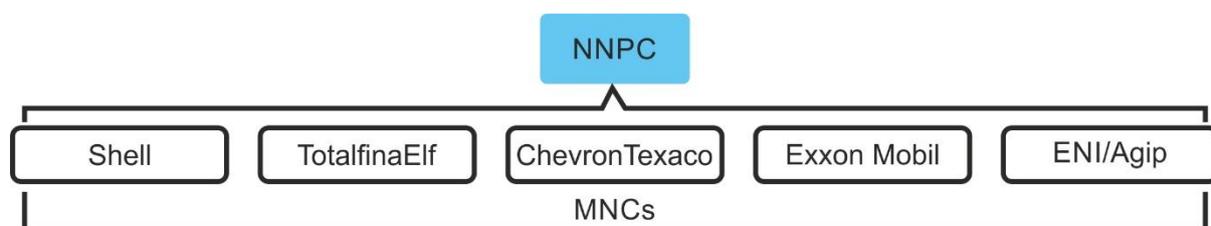


Figure 6: The main actors in the upstream of Nigeria petroleum industry.

Midstream sector:

Midstream industry is the sector of oil and gas industry charged with the responsibility of processes, storage, marketing and transportation of merchandises, such as Sulphur, natural gas liquids, natural gas and crude oil (Harraz 2016, 17). This sector provides the essential link between the distant petroleum production regions and inhabited areas where the majority of the final consumers live. Harraz (2016) implied

that midstream, which is the second phase of the three stages of the petroleum market, usually execute its logistics activities via pipeline, rail, truck, oil tanker and barge; and refineries are final destinations, after which the downstream sector will commence the processing of the delivered commodities. In the Nigerian petroleum industry, the midstream sector engages in some of the activities of the upstream and downstream sectors that will be expounded in the latter part of this study.

The Nigerian midstream sector comprises of six ventures, which are Greenfield Refinery Initiative, Renewable Energy, Engineering and Technology, Nigerian Gas Master Plan, Gas and Power, and Refineries and Petrochemicals (NNPC 2016). According to NNPC (2016), Greenfield Refinery Initiative came into being towards the end of 2005 because of a lack of evident progress on the licenses issued to private refineries in 2002 by the government. This is aimed at developing industrial parks for the formation of oil and gas conversion plants and connected utilities via premeditated coalitions and profitable companies that will competitively participate in international, regional and domestic markets. Practically, most of these ventures in the midstream industry are highly intertwined with the upstream and downstream sectors. Refineries and Petrochemicals, for instance, dwells on processes that are connected to the refineries, which is a part of the downstream sector; and the Nigerian Gas Master Plan is also a part of the upstream industry involved in marketing undertakings. The figure illustrates the main activities in the Nigerian petroleum industry midstream sector.

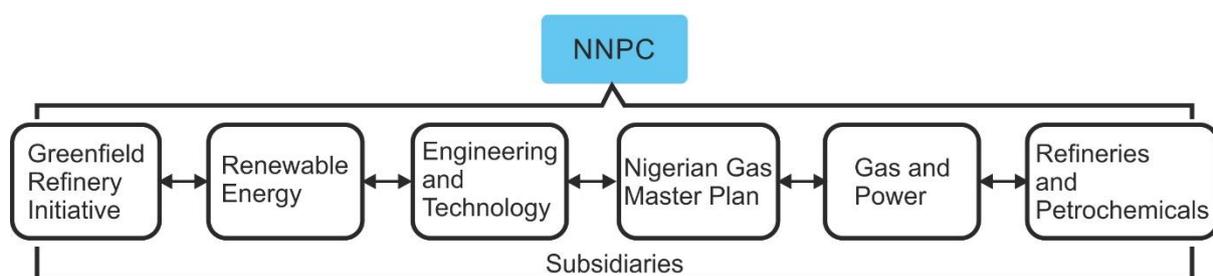


Figure 7: The main activities in the midstream of Nigeria petroleum industry.

Downstream sector:

The process of crude oil does not end after discovery and production from a well; much work is needed to turn the crude oil into final products, as well as getting it to the market place where the consumers can easily access it. Thus, the downstream

division is the oil industry sector that carries out the purifying and refining of crude oil into different products; likewise, involved in marketing and transportation activities (OPEC 2013, 34). Operations in the Nigerian downstream sector comprises conversion of crude oil/gas into refined and finer chemicals and petrochemical products, gas treatment, research and development, marketing and conveyance of the oil and gas products to refineries and gas stations (KPMG 2014, 8 & NNPC 2016). There are four plants under NNPC with capacity totalling 445,000 barrels per day; two of these refineries located in Port Harcourt produces 210,000b/d, one in Kaduna which produces 110,000b/d, and one in Warri producing 125,000b/d, all wholly owned by NNPC (Odularu 2007, 9, KPMG 2014, 8 & NNPC 2016). Similarly, NNPC owns three petrochemical plants in Kaduna and Warri under operations in the downstream sector (NNPC 2016). The Nigerian National Petroleum Company also added that the country has twenty-one storage depots, 5000 kilometres of pipeline network and nine Liquefied Petroleum Gas (LPG) depots.

Although there are four refineries, they are only utilizing about 30% of their installed capacity, thereby making the importation of refined crude oil products a necessity in order to meet the growing demands of the local consumers (Odularu 2007, 9 & KPMG 2014, 8). However, the situation is expected to change in some years to come, given the report of KPMG (2014), which states that the Nigerian government have awarded maintenance contracts to enhance the performance of the refineries as well as granting new licenses. The federal government of Nigeria's rationale of issuing these licenses is vested on the strategy that they can secure the commitment of the holders of licenses to attract infrastructural development, create employment and upturn the economy. Such infrastructures would include new refineries, power plants, railway lines, gas pipelines etcetera. Nonetheless, the regulation of the industry that will be described in the next segment of this study remains the duty of the government. The activities of NNPC in the downstream sector are illustrated in the diagram below.

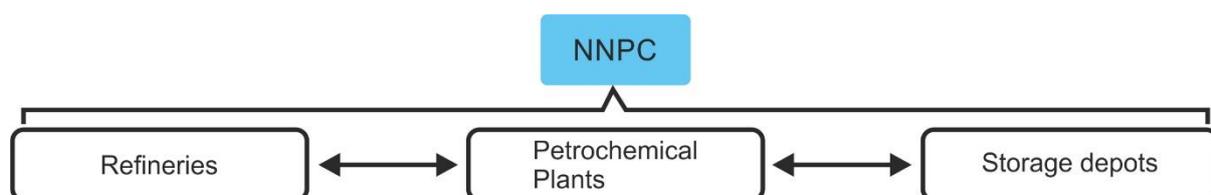


Figure 8: The main activities in the downstream of Nigeria petroleum industry.

2.6.2 Ownership, Legislation and Regulation

According to the 1999 constitution of Nigeria, section 44(3), the complete control and ownership of all natural resources, natural gas and mineral oils inclusive in, under, or upon any territorial land, waters and exclusive economic area in the Federal Republic of Nigeria is vested in the central government (Aladeitan 2013, 169 & NEITI 2013, 28). The management of these mineral resources is to be executed in a manner that may have been discussed and agreed upon by the members of the national assembly (Aladeitan 2013, 170). Therefore, the constitution deliberates the exclusive area of authority in the national assembly on issues relating to oil and gas, as well as other mineral resources.

Presently, the Nigerian petroleum industry is governed through numerous subsidiary and principal pieces of inter-connected regulations dealing with a particular aspect of the operations of the country's oil and gas industry. However, there exists in the law aspects that stipulates the ways businesses are to be formed and structured. Similarly, others expound the industry's range of operation, transactions, consumers and the global community and the obligation to government. The main legislation relative to the petroleum industry comprises the Petroleum Act 2004, the Nigerian National Petroleum Corporation (NNPC) Act 2004, the Associated Gas Act 2004, the Associated Gas Reinjection Act 2004 and the Associated Gas Re-injection (Amendment Act) 2004, the Petroleum Profits Tax Act 2004 and the Nigerian Oil & Gas Industry Content Development Act 2010. (Olaniwun 2013, NEITI 2013, 28, KPMG 2014, 12 & Ekhtator 2016, 58)

All legislation and fiscal provisions governing the industry have a specific purpose, which is managed by the federal government of Nigeria, as stated earlier. For instance, the Petroleum Act is the primary regulation governing issues connected to exploration and production of petroleum in Nigeria. While the Petroleum Profits Tax Act (PPTA) stipulates that all companies operating in the Nigerian petroleum industry are subject to tax payment of 85% of their income or 65.75% in their five years of operation recovering capitalized expenditure from production. (KPMG 2014, 11-12 & Ekhtator 2016, 58)

In Nigeria, there is a Ministry of Petroleum Resources that oversee the general regulation of the oil and gas industry. It acts mainly through one of its agencies known as the Department of Petroleum Resources (DPR) in carrying out its regulatory functions. Aside DPR, other bodies that play a part in the regulatory functions are the Federal Ministry of Environment, Housing and Urban Development, a body charged with the responsibility of approving reports on environmental impact evaluation regarding oil and gas undertakings; Petroleum Products Pricing Regulatory Agency (PPPRA), an institution that oversees the regulation of the rates of petroleum products distribution and transportation; Nigerian Content Development and Monitoring Board (NCDMB), a division charged with the duty of ensuring conformity with the Joint Development Authority (JDA); and the Nigerian Content Development Act (NCDA) that are responsible for supervising the activities within Nigeria-Sao Tome and Principe Joint Development Authority in petroleum commerce. Equally, the Department of Petroleum Resources also performs some regulatory roles on behalf of the Nigerian National Petroleum Corporation. (Olaniwun 2013, KPMG 2014, Ekhaton 2016 & NNPC 2016)

Having narrated the above, the Nigerian petroleum industry has undergone a restructure in recent years. With the inception of the Petroleum Industry Bill (PIB), the Sub-Saharan African nation aims an overhaul of the statutory outline relating its industry of oil and gas, reform the industry's commercial and regulatory bodies, and restructure the operational systems as well as adjust the financial dynamics of all sectors of the petroleum industry (NEITI 2013, Montclos 2014 & Adangor 2015, 54-57). NEITI (2013, 29) further reported that this reform culminated in Petroleum Industry Bill (PIB) draft that was presented in July 2012 before the Nigerian National Assembly. The contents of the draft includes enhanced economies for lesser onshore developments, changes to tax system regimes, modified royalty framework as well as unbundle the state-run of the Nigerian National Petroleum Corporation (Montclos 2014 & Adangor 2015, 54-57). Given the account of NEITI (2013), despite the well-meaning intention of the bill, it has, however, met many impediments from the indicators of compromise (IOCs).

2.7 Nigerian Oil Companies and MNCs and CSR

Like many other oil companies around the world, multinational oil companies in Nigeria are involved in social problems and CSR, but with a different approach compared to other developed economies. Currently, corporate social responsibility activities in Nigeria are borders majorly on water supply projects, education, agriculture, health, skills acquisition-capacity building, and employment (Osemeke et al. 2016). In Nigeria, companies are mainly engaged in charity and philanthropy ventures as a means of giving back to the society and addressing the socio-economic challenges in the form of CSR (Amaeshi, et al. 2006).

However, due to the increasing awareness of stakeholders, the concept of CSR is gradually gaining more relevance. Consequently, Nigerian oil companies, and large oil MNCs acting in Nigeria are incorporating it into their business strategies. Smith (2011, 10) defines corporate social responsibility (CSR) as production and distribution of wealth in a manner that benefits the stakeholders through the consolidation and implementation of management practices and ethical frameworks that are sustainable. These practices follow through the subdivisions of CSR, the triple bottom line (TBL) (economic, social and environment) or three pillars of sustainability (Shnayder et al. 2015).

Going by United Nations global compact and sustainability goals, CSR practice should be unbiased anywhere in the world; however, UNDP's statistics demonstrate varying CSR practice in developing countries. There is a lack in environmental and social responsibility in developing nations, unlike the developed ones. The differing CSR practice is also significant in oil corporations, who mostly conduct the upstream activities in developing countries. As a result of the divergent CSR strategies in MNCs, Abreu categorized their actions as reactor, innovator, sleeper and defender. However, Edoho (2008) and Idemudia (2011) implied that oil firms implement some micro-level and macro-level responsibilities in emerging economies.

Often, MNCs are compelled to act after the stakeholders' action. With unceasing upswing in stakeholder pressure, how a company handle its social and environmental issues can make or mar it. Hult et al. (2011) insinuated that firms have shifted more

attention to building a relationship with stakeholders over the maximization of profits. Aside inclusive strategies, MNCs in their quest for value maximization serves as the link between the poor and rich countries. They play a significant role in transmitting ideas, value systems, knowledge, and ideas across borders. MNCs also help in improving the wages of the host country workers through FDIs, which imparts their wellbeing and the economy at large positively. Activities of MNCs, thus breeds value on several fronts.

Value creation, according to Vargo et al. (2008, 146) generally means value-in-use and value-in-exchange, which entails the diverse viewpoints of value. Vargo et al. further implied that though, multiple actors create value, consumers are the sole determinants of the final value. Additionally, there are good-dominant and service-dominant which make up the logic angles of value. While good-dominant (G-D) logic posits that value is within the organization and distributed at the market through an exchange of commodities and money, service-dominant (S-D) logic dwells on co-creation of value through service.

With that enunciated, Nigeria, one of the emerging markets that has been described above is the most populous black nation on earth situated in the Western part of Africa. CIA (2018) stated that the country is naturally endowed with a vast variety of resources, including natural gas and crude oil. Presently, Nigeria is the highest producer of oil in Africa and among the top ten in the world, according to EIA (2016). However, KPMG (2014) reported that prior to early 1990s; MNCs have been the dominant companies in Nigeria's petroleum industry. The industry presently generates the highest revenue for the country; hence, the establishment of regulatory structure and policies to facilitate more investors and further revenue. The research framework is presented in the following chapter.

3. RESEARCH FRAMEWORK

This section presents the research framework of this thesis. It integrates the theories and research questions utilized in conducting the study. The reviewed theories are considered relevant to examine the corporate social responsibility policies in the Nigerian petroleum industry and their impacts on the society of hosts. The intent of this study is to explore the CSR activities in the Nigerian petroleum industry, specifically, the CSR initiatives of multinational companies operating in the sector. It thus, selected Shell Companies in Nigeria (SCiN) as a case study.

To proceed, it therefore, reviewed the existing theories of MNCs in developing countries to get a clearer view of their mode of operation and what has been studied. Likewise, the literature of CSR, with a specific attention on oil firms in developing countries. In the same vein, this research studied stakeholder and engagement theories, as well as value creation, and the structure and regulation of the Nigerian petroleum industry as demonstrated in figure 9 below. The CSR and MNC literature were largely considered relevant to this study given the activities of multinational corporations in the oil and gas industry of Nigeria (see 2.6), hence, its relevance to the case being investigated. Also, as the central part of the research, CSR in oil firms was deemed a necessity to ascertain the amount of effort made by oil and gas MNCS in implementing sustainable CSR policies in developing nations, and the value such policies have created, hence, the review of existing value creation theories.

Similarly, Ogoni land gained international recognition following the execution of some activist members of the Ogoni clan, resulting from the incessant protests and struggle for human rights and development. These activities have reportedly resulted in the intervention of the Nigerian government and improved CSR initiatives. This necessitated the consideration of stakeholder and value creation theories as main dimensions in this study. It, therefore, suffices to assert that from the figure below, the theories considered for this study are evidently related to the case being investigated and thus, established the basis of data collection and analysis of this study.

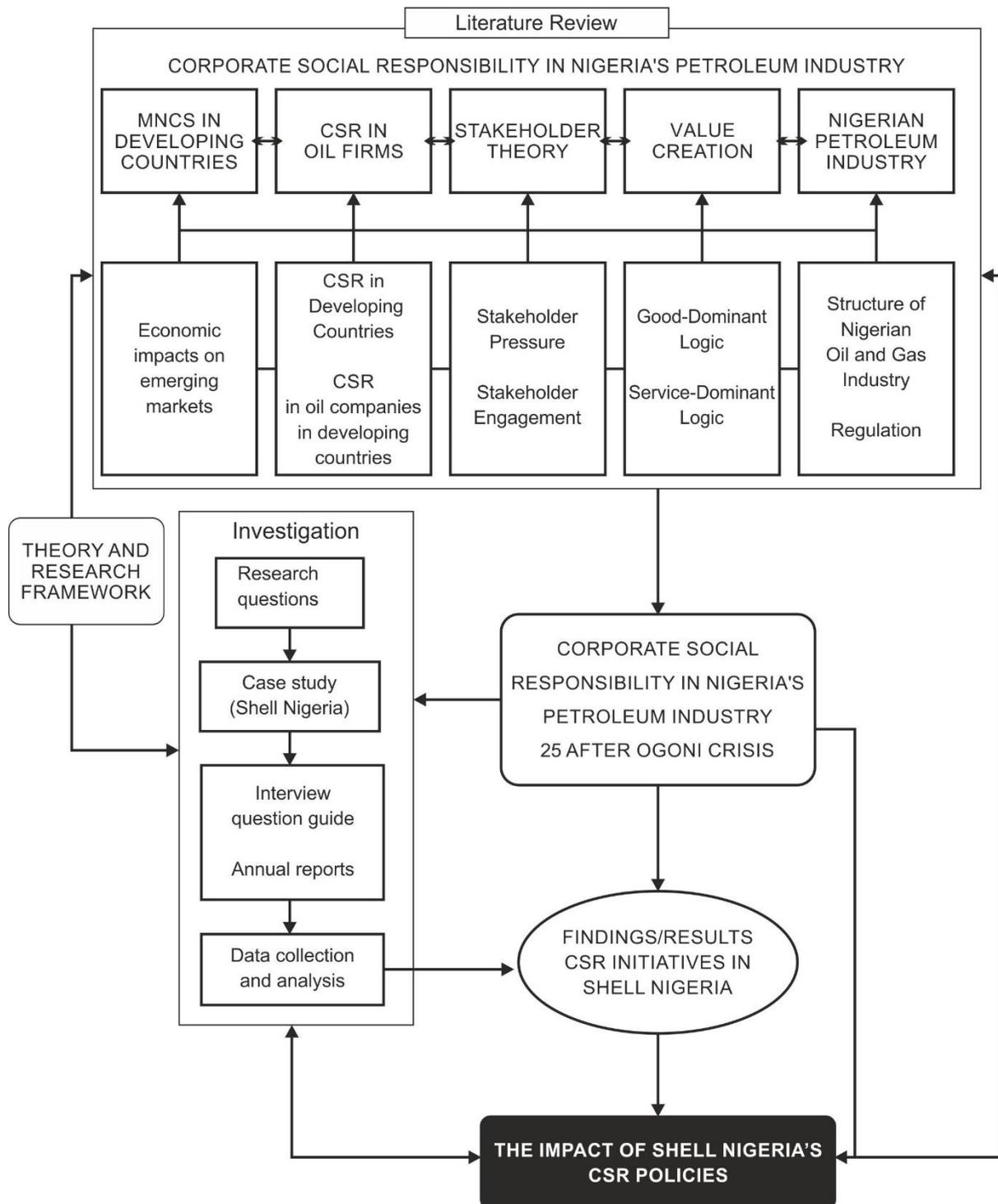


Figure 9: Research framework

As earlier mentioned, to conduct the investigation, the researcher selected SCiN as a case study. Similarly, two questions bordering on factors affecting Shell Nigeria's CSR initiatives and their impact on the society were considered critical to the study; followed by data collection. The research questions shaped the direction of the data collected for this study which encompasses interviews, review of Shell annual reports and

secondary scientific materials in a related field of study. Subsequently, the data were analysed to get a clearer view of the result of CSR policies in the Nigeria petroleum industry, specifically, Shell Nigeria's CSR initiatives in its host communities 25 years after the Ogoni crisis. The research methodology in the next chapter of this report details more on the research method and data collection.

In a nutshell, Shell is a multinational corporation operating in the oil and gas sector of Nigeria, a developing country. Likewise, the study focused on the CSR policies in the same industry, the role of the stakeholders in affecting the activities of the MNCs to positively impact the society's economy through value creation. It therefore suffices to review the above theories, given their noteworthy interconnection with the case being studied.

4. RESEARCH METHODOLOGY

This chapter presents the research method. It is based on a qualitative research including a case study. I describe the procedures that have been adopted for this research. Likewise, it covers the approach towards data collection, method of analysis, as well as the criteria for selecting the interviewees.

4.1 Research Approach

The research method adopted for this study is the qualitative approach. Qualitative technique is a research strategy that, rather than quantification, typically emphasizes words in its data collection and analysis, and that chiefly accentuates an inductive approach to the correlation between the research and theory, in which emphasis is centred on generating theories (Bryman & Bell 2011, 27). The method epitomizes a notion of social reality as a continuously varying embryonic property created by individuals; and has repudiated the positivism and natural scientific model norms and practices in preference for a focus on how individuals give interpretations to their social domain (Bryman & Bell 2011, 27).

Qualitative research mainly follows the case study path as a key research methodology with a distinctive need to comprehend complex social phenomena (Yin 2009, 4). According to Yin (2011), a case study is a study explaining or describing the events of a specific case or group of cases. Case studies takes different forms going by scholars. The researcher can decide to carry out a collective or a single case study (Vanderstoep & Johnston 2009, 209). A case study comprises two principles which entails choosing cases with already known outcomes; and evaluating several outcomes inside the same case (Yin 2011, 144). Vanderstoep and Johnston (2009, 210) implied that a good case study would apply limitations to the use of secondary data from the internet and employ the interview approach with the firm and other parties relevant to the study.

As noted by Strauss and Corbin (1990, 17), qualitative research is defined as any sort of research that has its findings produced, not founded on numerical processes or

other methods of quantification. In consequence, the emphasis centres on detailed apprehension of opinions, words and knowledge, in lieu of figures. Besides, qualitative approaches are more focused on individual case than generic perspective (Mayring 2014, 6). Typically, qualitative research is inductive. Taylor and Bogdan (1998) suggested that data should play the lead role in guiding the direction of qualitative study even though it is theoretically supported.

However, criticism concerning qualitative approach is commonly founded on the aspects of reliability and validity of the study. This will be further discussed in a subsequent section under this chapter. Likewise, owing to the subjective involvement of the examiner, which is relatively uncluttered, qualitative study might be seen as based on inner experience rather than fact. Besides, the abstract principle of qualitative study might be restricted as it is mainly observing individual accounts and samples are seldom selected unsystematically. Nevertheless, taking a broad view of a people is not the chief aim of qualitative enquiry; instead, it targets exploring and understanding a specific case and background. (Mason 2002, Bryman 2008, & Polit & Beck 2010)

Literally, the research question plays a huge impact in deciding the research method to execute the study. Going by Strauss and Corbin (1990), qualitative approach appears an appropriate option for this research due to its explorative nature. As an alternative to evaluating the phenomenon by figures, this study uses published articles and interviews to explore Shell's CSR activities in Nigeria. Aside the explorative attributes of the research, it is also using prevailing literature works to understand the idea of CSR. Nonetheless, inductive is the core focus of this paper. This is in a bid to establish an understanding of what CSR means for Shell Nigeria by exploring recorded events and statements.

4.2 Research Design

The study design for this research was constructed on Guba and Lincoln's (2005) view, which applied that case studies gives room for a flexible collection of data for explaining a sensation within its contextual background. Thus, the study design incorporated elements encompassing collection of data, analysing, interpretation as

well as the integration of theory and reporting the findings (Guba & Lincoln 2005). The research design of this work was a case study targeted at inspecting the CSR of Shell Nigeria in relation to their operations in the Petroleum industry of Nigeria. Case studies can be employed in explaining, describing, and exploring phenomena or events as they occurred in the everyday context (Bennet & Elman 2007, 171). To investigate the activities of Shell Nigeria and gain valuable understandings for CSR practice and policies, the study design is operationalized on two fronts of interviewing Shell Nigeria and members of their host communities. This is in a bid to investigate the roles played by the company and how they have performed their CSR responsibilities.

When the collected and analysed data are obtained from the case study, typological theories are essential to complement the case study methodology in order to avoid generalizing and ensure that the collected and analysed data are in line with theorised processes (Bennet & Elman 2006, 467). The idea in this logic is to ensure the consistent outcome of the investigation. In this light, this research will implement the descriptive technique to generalise a specimen to the population. This is necessary to infer the behaviour and characteristics of the population. From the researcher's perspective, this method is more germane and effective to define the insight of all the variables engaged in the investigation.

To analyse the documents the researcher used content analysis. According to Krippendorff (2004, 18), content analysis can be defined as a research technique used in making inferences that are valid and replicable from literary works or other substantial issue to the contexts of use. Content analysis is an approach out of the many ways presently available for analysing and interpreting data in a qualitative research (Schreier 2012). The content analysis research procedure embodies a methodical and objective way of quantifying and describing a phenomenon (Schreier 2012). As suggested by Mayring (2014), the inductive or deductive qualitative content analysis modes of reasoning can be adopted for data analysis. In the inductive method, creating categories, open coding, and abstraction are included in the organisation stage; while the deductive approach follows through the development of matrix categorization, which entails the review of all data for content and, subsequently coded for correspondence or illustration of the categories identified (Elo & Kyngäs 2008 & Polit & Beck 2012).

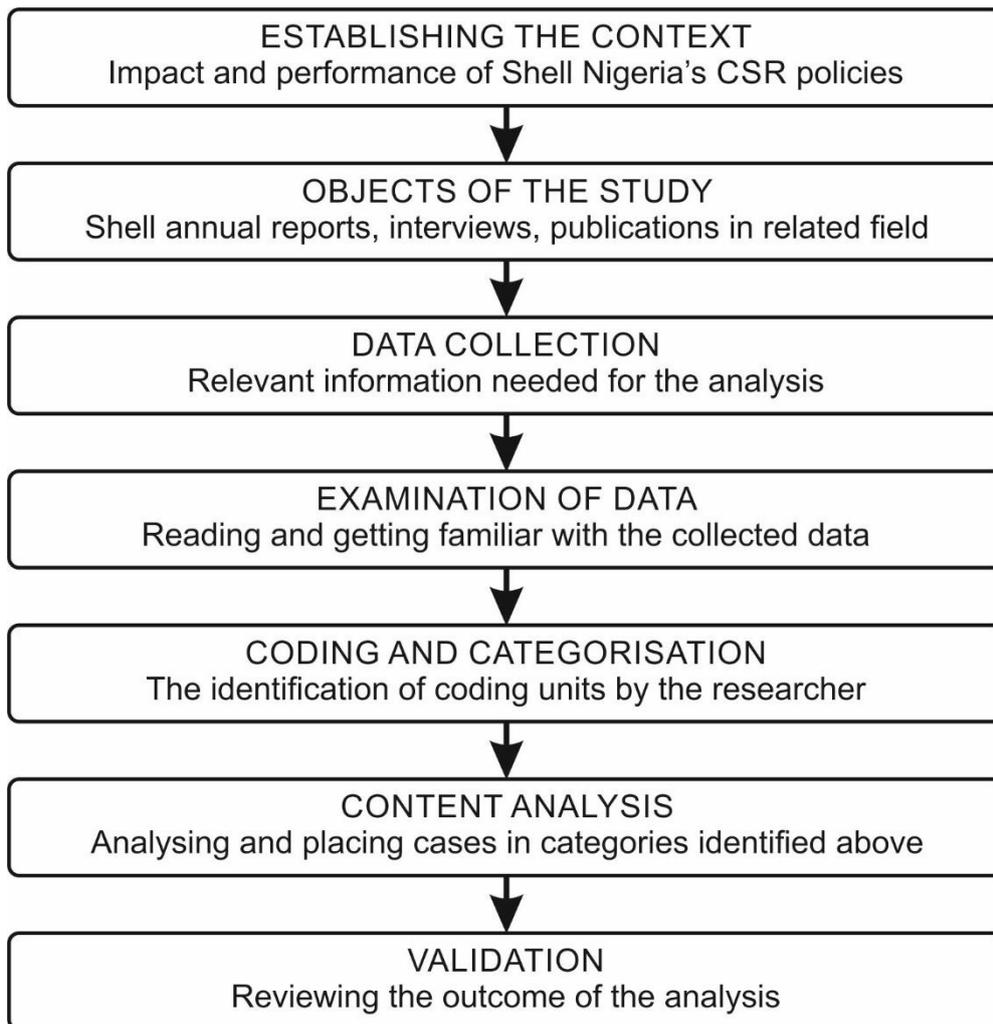


Figure 10: Inductive content analysis

The above figure exhibits the steps applied in the content analysis of this study. To conduct this research, the inductive content analysis approach appeared the appropriate for analysing and interpreting the collected primary and secondary data in the form of interviews, CSR engagements of Shell Nigeria collected from the company's annual reports and related publications in the area of investigation. This approach will help the researcher to systematically grasp the content of the collected data and what they portend. The data analysis shall be explained in a subsequent segment of this chapter.

4.3 Case Study: Shell Nigeria and CSR

In response to protests and pressures from the local and international communities, oil firms in Nigeria accepted the ideologies of corporate social responsibility and the community development model was adopted as a means of engaging with their communities of host (Idemudia & Osayande 2016). CSR activities for the oil and gas companies in Nigeria dates back to the corrective action developed by the MNCs in the country in response to increasing pressure for development by the indigenous people in the Niger Delta region. The indigenes called on oil and gas firms operating in the area to show a sense of responsibility to mitigate the adverse impacts of activities of oil exploration on their natural environment and the people (Idemudia & Osayande 2016 & Enuoh & Eneh 2015). Additionally, after years of drilling for oil and gas in the region, the Niger Delta has witnessed an increasing rate of desolate and unliveable environmental conditions which has resulted in conflicts and subsequently, environmental protection policies and corporate social responsibility policies (Onwuazombe 2017). As noted by Enuoh and Eneh (2015, 78), the incessant conflicts in the Niger Delta means that MNCs cannot perform their operations in isolation.

Being the largest MNC in the Nigerian oil and gas industry, Shell Nigeria has a laudable CSR programme for its communities of host in Ogoni land and the Niger Delta at large. Shell is a multinational energy firm experienced in production, refining and marketing natural gas and oil products. It is one of the largest independent energy companies in the world by market value and has investments in the sector of oil and gas worldwide. The company is renowned as the earliest that discovered oil in the West African nation in commercial quantities in 1956, in the Oloibiri axis of Bayelsa state specifically. Shell commenced its operation in Nigeria in 1937 on Shell D'arcy's behalf and subsequently, a merger formed by Royal Dutch Shell and British Petroleum, otherwise, known as Shell-BP. Shell Nigeria operates under a joint venture treaty with other oil companies trading in Nigeria's petroleum industry and the Nigerian National Petroleum Corporation. In 1958, Shell Nigeria commenced exportation of oil from Nigeria to other parts of the world. (Bird 2002, 11, Sluyterman 2007, 45-48 & Gogo 2010, 2)

With Shell Petroleum Development Company (SPDC) as Shell's parent company in Nigeria, its operations are executed through other subsidiaries, namely, Shell Nigeria Gas (SNG), Shell Nigeria Oil Products (SNOP) and Shell Nigeria Exploration and Production Corporation (SNEPCo). SNEPCo was founded in 1993 and is responsible for the marine activities of Shell Nigeria. SNEPCo is a deep-sea Bonga oil and gas operator. Shell Nigeria Gas Company (SNG), established in 1998, is charged with the duties of managing Shell's natural gas exploration and production undertakings. On the other end, Shell Nigeria Oil Products (SNOP) is the subsidiary which was established in 2000 and it is responsible for developing the market for Shell brands and services, such as industrial chemicals, lubricants and refined petroleum products. The company holds a 25.6 per cent stake in Nigeria Liquefied Natural Gas Limited (NLNG). Nigeria LNG has four stakeholders encompassing NNPC, representing the Nigerian Federal Government (49%), Shell (25.6%), Total LNG Nigeria Ltd (15%) and Eni which owns 10.4% of shares. (Shell Annual Report 2018, 32 & Nigeria LNG Limited 2018, 7)

The multinational oil firm undertakes social investment initiatives for the Niger Delta communities as part of its obligations towards its host communities. Shell's corporate social responsibility is significantly centred on education, community development, energy access, business, health, and road safety (Shell Sustainability Report 2015, 24-25).

4.4 Focus of the Case Study

The focus of this case study does not only include Shell Nigeria, but also the local communities in which the company works. The population for this research comprises of the members of the host communities in Nigeria, specifically, the Niger Delta region. The main criteria for opting for this population is because the region is considerably substantial in the history of Nigeria's petroleum resources. Likewise, Shell Nigeria has several oil-fields and flow-stations in the area (United Nations Environmental Programme 2011, 24). Niger Delta is remarkably relevant to the multinational oil corporations operating in the Nigerian oil and gas sector, Shell Nigeria included. The selected communities have equally experienced incessant conflicts and militant activities.

The local population of Niger Delta were mainly engaged in the agrarian industry, producing their foods with water and land resources, as well as generating income (Onwuazombe 2017, 146-148). Over 60 per cent of the region's inhabitants rely on the natural environment for survival but the pollution of the lands and waters have left the majority of them without a means of livelihood. Niger Delta, which has a land size of 1,000km², is located in Rivers state, the South-East axis of the Niger Delta basin in Nigeria (UNDP 2011, 22-23).

4.5 Sample and Sampling Techniques

The purpose of sample is primarily to investigate with a portion of the population, and thus, use the result to arrive at a conclusion that represents a broader population (Bryman 2012, 11-12). Following this method, some persons were interviewed in Niger Delta as a sample for this study. The region is known for being the homeland of human rights activist, Ken Saro-Wiwa, who was murdered as a result of his relentless struggle against the neglect and consequences of the petroleum operations by multinational companies in the region. Ogoni land gained international focus and became famous following the Shell-Ogoni protests spearheaded by Ken Saro-Wiwa and his co-activists during the military regime in Nigeria. This played a vital part in the selection process of the sample.

The primary and secondary data are two essential sources a qualitative researcher can obtain data from in conducting a study (Kabir 2016, 204-205). While the primary data is collected from organisations and individuals; published articles, annual reports, books serve as the sources of secondary data. As explained by Kabir (2016, 204), a study can be carried out without the use of primary data, but such a study has minimal reliability and may be partisan due to the manipulation nature of secondary data. For triangulation, a mixture of both sources is essential.

For this thesis, the purposive sampling was adopted in the selection of the focus group. Purposive sampling is a non-random technique that is considered effective if the study is centred on investigating a particular social area with professionals (Bryman 2012, 418). This is a unique method of sampling in the sense that the participants are

selected on the basis of their characteristics (Etikan 2016, 2-3). Furthermore, Etikan (2016, 2) stressed that purposive sampling method does not need a set number of participants or underlying theories, and the decision of what to be known is vested on the researcher who sets out in search of persons who are willing and can, by their virtue of experience and knowledge provide the information. Consequently, the relevance, knowledge and experience of the participants were critical in choosing the focus groups for this study. The focus group approach utilized in conducting this study shall be detailed in the subsequent part of this chapter.

According to Bryman (2012, 424), snowballing is an intentional approach of sampling that allows room for the suggestion of other participants with relevant knowledge and experience by the interviewees. The snowballing approach was adopted in extending the focus group to some other individuals in the society, particularly the elderly, who then helped in accessing some persons in the agrarian industry. Also, convenience sampling was employed in the selection of key informants from non-governmental organisations and Shell Petroleum Development Company of Nigeria with regards to their availability.

A convenience sample is that which is simply accessible to the investigator by virtue of its availability (Bryman 2012, 201). In the course of the fieldwork, the researcher faced a challenge trying to reach the company; hence, the need to settle for the easily accessible option. There is generally a component of convenience sampling in most qualitative investigation; thus, this study follows the same protocol minimally (Etikan 2016, 1-2). The fieldwork was conducted within March to June 2020, and the researcher was able to visit and interview respondents in the host communities as well as the company's representative. Due to the Covid-19 pandemic, some of the informants were also interviewed over the phone. The next section details how the data for this research was collected.

4.6 Data Collection

To conduct this research, data were obtained from primary sources through the interviews with individuals in the host communities and Shell employee, while the secondary data were derived from Shell Nigeria's annual reports from 2009 to 2019.

The primary data was obtained by interviews. The company's staff interviewed is a middle level staff attached to the CSR department of the company. The necessity to interview the company's staff was founded on the imperative need to extract information directly from the company to avoid relying solely on secondary information which may be bias. The interview questions focused on investigating the efficacy of the CSR programmes. Eight key informants were interviewed, out of which three were attached to the focus groups. The interview informants and focus groups shall be explained further in the later part of this section.

The secondary data were mainly extracted from Shell's annual reports from the company's webpage from 2009 to 2019, textbooks, as well as related scientific publications relevant to the case being investigated within the same period. Other sources of secondary data explored are books and published articles in journals in the area of CSR in developing countries, poverty and corruption, and crisis in the Niger Delta region. Also, the researcher's knowledge and experience as well as historical accounts, were part of the primary data.

4.6.1 Primary Data: Qualitative Semi-Structured Interviews

There are two major types of qualitative research interview, which are semi-structured and unstructured interview (Bryman 2012, 469). The author further explained that qualitative interview comprises a detailed interrogation scheme that aids the researcher in deriving comprehensive and rich answers, unlike the structured interview utilized in quantitative research that produces answers for quick and easy coding in the analysis. This study adopted the semi-structured interview approach due to its flexibility in exploring a more in-depth view of the interviewed person, which would have been restrained by the structured interview method. This was beneficial to the researcher because its flexibility helped in obtaining more information from the interviewees that would have been unrevealed. For instance, in the cause of the interview sessions, the respondents digressed to other matters such as property allocation, corruption, favouritism, that were not given consideration in the questions for the interview. The key interview questions are listed in the following table.

Table 3: The main interview questions. Semi-structured with open-ended questions.

No.	Questions
1	Are you cognizant of Shell Nigeria's corporate social responsibility programmes in Niger Delta?
2	In your opinion, are these corporate social responsibility schemes in Shell Nigeria for the development of its host communities in Niger Delta and Nigeria at large?
3	What are Shell Nigeria's CSR programmes that are actively accessible presently?
4	Do you think the implementation of these CSR programmes has positively impacted the host communities of oil and gas companies?
5	After the Ogoni Crisis, has the CSR policies in Shell been adjusted to address the conflict resolutions and prevent possibility of reoccurrence of conflict?
6	On a scale of 1 to 5, how would you rate the CSR initiatives of Shell Nigeria?

4.6.2 Interviews: Key Informants

Bryman (2012, 439) explained that informants could be particularly crucial to the study when conducting a research because frequently, they develop an appreciation of the study and consequently direct the researcher to events, situations, or people that may be useful to the progress of the study. Furthermore, key informants can be of tremendous help to the researcher and often render a support that eases the stress of fieldwork, but could, however, carry risks given that the researcher may unduly rely on the information provided by the key informants as opposed to seeing reality through the eyes of other participants that make up the social setting (Bryman 2012, 440). It was in this view that key informants were selected along with focus groups to avoid a partisan view of the key informants.

To carry out the investigation, the researcher reached out to some members of the interested participants who then highlighted key informants. The researcher was referred to an experienced and knowledgeable chief in the area who served as one of the key informants. When quizzed on business development, he gave his opinion and

subsequently referred the researcher to a non-profit organisation, Dezionite Helping Hands Development Agency. Efforts were made to get a representative from the NGO, who then formed the second key informant. Dezionite was founded in 2012 by Mercy Chukwuji Ikeji, a female entrepreneur from the Niger Delta region who benefitted from the Shell LiveWIRE programme in 2010. The organisation works to help in mitigating the impact of poverty by sensitising, creating awareness and providing training in the form of capacity building and enterprise development for women in the rural areas and the youths in order to create sustainable opportunities for these members of the society. Dezionite also caters for the underprivileged inhabitants of the rural areas through donations of clothes, books, food, toys and also provision of health care services.

Another key informant critical to the study was a representative of Shell Petroleum Development Company (SPDC). Being the case company and also the most mentioned oil organisation during the interview sessions, it was necessary to interview a representative attached to the company. Shell Petroleum Development Company (SPDC) is a multinational oil and gas corporation actively engaged in the business of crude oil processing in Ogoni land and other areas of the Niger Delta region. These activities resulted in the Ogoni-Shell crisis in the mid-90s; hence, the need to know their CSR initiatives. As earlier clarified, the company's representative was not selected by strategy or choice but convenience (see 4.7). Other interviewees included Ngozi Nwankwo Birisibe, GIA Bridals proprietor who benefitted from Shell LiveWIRE in 2003 and remains in contact with Shell Nigeria through the support scheme; Chuku Iheanyi Emperor, Emperonic Clothing, a beneficiary of the same programme in 2018 and three more informants that shall be detailed in the focus group section. In total, there were eight key informants to the study, and they were deemed relevant to the research due to their attachments to the company, engagements in local politics, market development and education.

4.6.3 The Focus Group

Focus groups are a qualitative research strategy in which attitudes, perceptions or opinions regarding a subject, service, or product are explored through open conversation between the researcher and members of a group (Kumar 2011, 102).

The Focus group discussion discloses how the members of the group interpret and perceive the issues confronting them. For this study, this approach was used to extract standpoints and knowledge of the group members as regards the Shell Nigeria's CSR initiatives in the Niger Delta. In achieving this, the researcher met with the groups at arranged locations with the key informants in the region.

The researcher makes the selection of the group of persons that are deemed best equipped to deliberate on the issue to be explored; thus, individuals can be drawn from average inhabitants of the community or highly trained experts according to the aims of the focus group (Kumar 2011, 102). Three main focus groups were interviewed for this study. The first group led by a grocery store manager comprises of members of the community engaged in business activities. Their age ranges between 18 and 45. There were ten participants in this group. In the second group which comprised of twelve participants, were graduates, undergraduates and admission seekers who falls between the age bracket of 18 to 35; and was headed by an unemployed mechanical engineering university graduate. While the third group consisted of residents in the agriculture and other sectors. Led by a small-scale commercial farmer, the group consisted of seven people that are within the ages of 25 to 55. The decision to interview these focus groups is established on the subject of research, and these groups are, thus, relevant to the study, given their good knowledge of the issue being researched as stakeholders of the case company.

A few strategic communities were selected for this study. The researcher starts by creating a sociable environment with a friendly interactive session. Afterwards, the introduction, mission and the subject of discussion is communicated. Subsequently, groups were split into smaller groups according to their professions; hence, the three main focus groups earlier stated. All smaller groups were then engaged in a more profound discussion of Shell Petroleum Development Company's CSR policies, its impacts and the effects of their business operations in the host communities. This strategy was applied in the three different interview sessions with the focus groups.

The participants, comprising the focus groups, key informants and company representative, were then engaged in a comprehensive interview to gain a far-reaching viewpoints and apprehend thoroughly, Shell's CSR initiatives in the Niger Delta, and

specifically, the LiveWIRE programme and the education development project. After the interview sessions, a comparison was performed on the collected responses at the analysis phase to establish the areas of variance and harmony (Bryman 2012, 350). This approach was useful in getting a more factual and valid information of Shell Nigeria's CSR practice. In the absence of implementing the triangulation method, the study may be reduced to the prejudiced view of a defined group of persons. Table 4 below exhibits the sources of data and the type of information collected.

Table 4: Data collection approach

Data	Informant and position	Interview lengths	Use and analysis of Information
Primary data			
Semi-structured Interviews with open-ended questions	Key informant 1: Shell staff Key informant 2: Dezionite Helping Hands Development Agency NGO, Key informant 3: Store manager (focus group 1) Key informant 4: Unemployed Accountant key informant 5: Farmer Key informant 6: Student (focus group 2) Key informant 7: Ngozi Nwankwo Birisibe (GIA Bridals), Key informant 8: Chuku Iheanyi Emperor (Emperonic Clothing)	1. Interview 1: (30 minutes) 2. Interview 2 (45 minutes) 3. Interview 2 (60 minutes) 4. Interview 2 (25 minutes) 5. Interview 2 (30 minutes) 6. Interview 2 (60 minutes) 7. Interview 2 (30 minutes) 8. Interview 8 (45 minutes)	Asking for challenges, impacts, awareness, procedures, accessibility and effectiveness of the programmes

Secondary data			
Webpages, Annual (sustainability) Reports	Shell Global website Shell Annual reports 2013, 20		Shell's CSR programmes in Nigeria Performance and impacts
Publications/ articles	Books and journals.		CSR in developing countries, CSR in Nigeria, poverty and corruption in Nigeria, Niger Delta crisis

4.7 Data Analysis

As earlier stated in the research design (see 4.2), the inductive contents analysis method is deemed appropriate for this study. After the collection of data from annual reports, publications, websites and interviews, the researcher transcribed the interview data and commenced coding and categorisation of information. According to Thomas (2006, 241), coding in inductive analysis starts with having a deeper understanding of the text and a reflection of the various connotations that are intrinsic in the text. Subsequently, the examiner establishes text segments containing meaningful components and generates a label for a fresh category to which the texts are pertinent (Thomas 2006). This approach was adopted in interpreting and coding of the collected and transcribed data from field notes and interviews. Thus, the codes were not chosen in advance but developed during the analysis of the data collected. The analysis and comparison of the various data collected for this study to be performed in the next chapter of this thesis will help the researcher to answer to the research questions outlined in the first chapter of this thesis (see 1.4).

4.8 Validity and Reliability

Irrespective of methodology choice, it appears unceasingly advisable to put the concepts of validity and reliability into consideration. Conversely, given the research method employed to execute this research, the issues vis-à-vis the qualitative perspective will be emphasized. Reliability raises the question of producing the same outcome if there is a repetition of the same research by unvarying researcher or diverse researchers at a different place and time (Seale, Gobo, Gubrium & Silverman 2004, 72). Attaining reliability is particularly problematic under the qualitative context. Thus, the implementation of triangulation was employed to increase the validity of this study. Triangulation involves the use of more than one method of data collection in the investigation of social phenomena (Bryman 2012, 392). The trustworthiness of a study report rests at the centre of issues conservatively examined as validity and reliability (Seale 1999, 266). In line with these, the researcher had triangulation in plan in the course of selecting the research design.

Going by Guion (2002, 1-3), there are five types of triangulation, namely theory triangulation, environmental triangulation, data triangulation, methodological triangulation and investigator triangulation. This study implemented the data triangulation method, and it entails varying sources of information and informants. These include the representative of Shell Nigeria, focus groups and the key informants in the Niger Delta communities. The rationale behind this approach was founded on the need to build various perspectives in order to provide a more inclusive image of the subject of discussion. Furthermore, Guion (2002, 1-2) mentioned that data triangulation could take the form of triangulation of data sources or triangulation of data methods. To amplify the validity of this study, the researcher utilized the triangulation of data sources which involved grouping of few persons in the host communities.

5. FINDINGS

This chapter presents the results of the investigations conducted in this research. Given the numerous corporate social responsibility programmes of Shell Nigeria, this study will critically assess the impact and performance of CSR policies in Shell Nigeria 25 years after the Ogoni crisis. At the end, the finding will specifically focus on education development programmes in the Niger Delta and business development, Shell LiveWIRE. The rationale behind the selection of these two programmes is premised on the core human development traits of the projects. An examination of the programmes will reveal the relationship between Shell Nigeria's CSR initiatives and their contribution to the society.

5.1 Evaluation of the CSR Programme of Shell Nigeria

In this section, the researcher firstly analyse the CSR programmes of Shell Nigeria based on the company's annual reports and interviews with correspondents.

In Nigeria, corporate social responsibility practice is rapidly becoming a custom among multinational and home-grown firms, and in the petroleum sector in particular. The trend also extends to non-profit making organisations, such as religious institutions, and NGOs. Though, the practice of CSR has gained wide acceptability and prominence, it has likewise attracted severe censure in recent times. Principally, several academicians have expressed serious concerns about adopted CSR practice approaches in Nigeria. As noted by Chikaji and Abdullahi (2016, 3), CSR is expressed in the form of economic support, compensatory, and philanthropic strands in Nigerian organisations. These approaches are geared towards addressing the economic challenges of the recipients.

Results from the interview sessions indicates that Shell Nigeria has a clear-cut corporate social responsibility programmes meant for the development of its host communities in the Niger Delta region. According to the statement by the key informant 1, the company's representative regarding Shell's CSR initiatives: "environmental impact assessment and social investment is considered a priority in our operations;

therefore, we have a robust corporate social responsibility programme that shelters areas such as infrastructural development, education, entrepreneurship, community health and road safety supports.” Further conversation on Nigeria’s CSR initiatives, the key informant 3 corroborates the assertion above, but questioned its impact on the society. It indicates that Shell’s CSR programmes in the carefully chosen host communities cover areas of educational supports, infrastructure development, health delivery, economic empowerment, and electricity programmes. From the discussion on the impact and the implementation of the listed CSR programmes, most respondents interviewed who are residents of the Niger Delta area, ranked infrastructural projects as the most of the CSR project executed, followed closely by education, empowerment, and health delivery programmes, while electricity was rated the least.

5.2 Overview of the Education Development Programmes

Shell Companies in Nigeria (SCiN) work with civil society, communities, and the government for the implementation of programmes geared towards impacting the lives of the Niger Delta inhabitants as well as other regions of the country positively. These programmes focus on health, community development, enterprise development and education. The education and scholarship programme were established in 1952 to aid the educational careers of Nigerian students. Since the 1950s when it was introduced, the Shell Scholarship Scheme has supported thousands of "Shell Scholars", several of whom are government officials from different branches, traditional rulers, and industry leaders. The investment was principally sponsored by Shell Nigeria Exploration and Production Company (SNEPCo) in conjunction with Shell Petroleum Development Company’s (SPDC) operated joint venture. The company issued the investment in this programme to members of the host communities in the form of grants to expedite educational development in the Sub-Sahara African country. (Shell Sustainability Report 2015, 25)

SCiN corporate social responsibility programme on education entails various scholarship schemes, such as Cradle-to-Career Scholarship, Secondary School Scholarship Scheme, University Scholarship Scheme, Niger Delta Postgraduate Scholarship, and others including Research and Development initiatives and

educational support programmes, and the other scheme is skill acquisition. The cradle-to-career programme was introduced in 2010 with the objective of funding the education of students from rural communities at some of Nigeria's foremost secondary schools. At the time of its inauguration, it was targeted at children in the Niger Delta region. Students who complete the cradle-to-career programme are likewise accorded aid by Shell to continue their studies at the university. The university scholarships programme was introduced in 2011 with the intent of advancing education through focused research and student exchange. Shell Petroleum Development Company Joint Venture (SPDC JV) has a collaboration with the University of Benin to fund an educational platform named Centre of Excellence (CoE). Limited access to technology and the absence of top-notch research institutes which posed as a major setback for Nigerian firms and Nigerians to vigorously play a role in the petroleum value chain was the primary reason for introducing the CoE project. The programme which commenced in 2012, provides opportunities in three specialised areas for Nigerian postgraduate students to acquire degrees in Petroleum Engineering, Geology and Geophysics. (Shell Sustainability Report 2015, 25; Shell Briefing Notes 2016, 33-34 & Shell Briefing Notes 2020, 32)

In 2015, Shell Petroleum Development Company (SPDC) Joint Venture (JV) and Shell Nigeria Exploration and Production Company Limited (SNEPCo) spent around ten (10) million dollars on education and scholarship programmes. Ten postgraduate scholarships places were offered to some university graduates from three states in the Niger region to further their academics during the calendar year. 930 secondary school students and 638 university undergraduates were also awarded study grants, while 60 new cradle-to-career students were enrolled in schools in 2015. In continuation of the social investment of Shell Companies in Nigeria (SCiN) in the country, 530 university undergraduates and 911 secondary school students were awarded grants in 2016. The cradle-to-career programme designed to help less-privileged children in the rural communities acquire quality education from some of the top secondary schools in Nigeria reportedly funded the education of 104 pupils in the 2016/2017 academic year. SPDC and SNEPCo invested \$5.4 million in scholarships in 2016. Shell Companies in Nigeria has reportedly given scholarships to 480 cradle-to-career students under its SPDC JV and another 268 from SNEPCo in 2017 since the programme was launched

in 2010. (Shell Sustainability Report 2015, 25; Shell Sustainability Report 2016, 33-34 & Shell Sustainability Report 2017, 29).

SPDC JV, in 2017, extended its Centre of Excellence (CoE) collaboration to accommodate Rivers State University. Thus, in addition to Petroleum Engineering and Geosciences being offered at the University of Benin, the company funds specialisation courses in the field of Marine and Offshore Engineering. Each of these programmes lasts up to eighteen (18) months and a subsequent internship of six months with an oil and gas organisation, Shell included. Over 75 beneficiaries of the programme had graduated by the end of 2019, and more than 81% of them are employed currently. In 2019, a sum of \$7.8 million was invested in scholarships by SPDC JV and SNEPCo. A cumulative 600 pupils were granted scholarships under the cradle-to-career programme in the Niger Delta region. Over 1,000 cradle-to-career students have been granted scholarships since the programme commenced in 2010. The secondary school and university scholarships, both of which were introduced in 2011, has awarded grants to more than 9,400 and 6,000 students respectively. Likewise, 92 students benefitted from the Shell Niger Delta postgraduate scholarship programme within ten years. Table 4 below exhibits the programmes and number of beneficiaries. (Shell Briefing Notes 2020, 32)

Table 5: SCiN education programmes and beneficiaries from 2009 – 2019

Programmes	Beneficiaries
Cradle-to-Career	1,000 +
Secondary School Scholarships	9,400 +
University Scholarships	6,000 +
Postgraduate Scholarship	92
Centre of Excellence (CoE)	75

5.2.1 Shell CSR Policies: Analysis of Education Development

In order to evaluate the impact of the education development, this section shall focus on the undergraduate scholarship programme. This segment attempts to determine if the funding, in terms of sufficiency, procedures, and timeliness has a remarkable

impact for the productive execution of the scholarship programme. The elementary logic behind this assessment dwells on the significant role of funding in the execution of the scholarship projects. From the information obtained from the focus groups by the researcher, the scholarship scheme is categorised into two, namely the National Merit Award (NM) and Areas of Operation Merit Award (AOM). While the NM is open to all Nigerian undergraduates, the AOM is specifically for students in the host communities of Shell Nigeria's operations. In both categories, only the first-year students are qualified for the award. According to the key informant 3, an examination is conducted annually, after which scholarships are granted to the candidates with the best results. In further explanation, the informant stated that Shell gives a grant of between 150,000 to 200,000 Naira to the beneficiaries for the entire academic year.

Two respondents from the focus group who claimed to have received the award as undergraduates revealed that they were paid 150,000 per annum starting from their second year in the university. The respondents insinuated that the time of payment was not an issue and, thus, gives Shell credit in that aspect. One of them puts it this way, "remuneration time was quite commendable, but a question mark remains on the entire process, and I mean from the application to post scholarship scheme". Both former awardees rated the time of payment high but they, however, gave average scores to the other two indicators (see table 6 below). Commenting further on the issue, the respondents stated that the fund is a mere support that is barely enough to pay for a suitable accommodation conducive for studying and not for the intended package of covering the entire study expenses.

Table 6: Assessment of undergraduate scholarship awards

Indicators	Rating	Comments
Timeliness	High	Payment was made as promised and timely
Sufficiency of funds	Average	The money paid is not sufficient for an academic year
Procedures	Average	The process could be better

Reacting further, the key informant 3 stated that "in Nigeria of today, 150,000 Naira is not enough to survive a whole calendar year". 150,000 Naira is equivalent to \$387

when converted; and if that figure is divided by 365 days of a calendar year, the result (\$1.06) is slightly above a dollar per day. This sum of money is not sufficient to pay for the daily transportation of a student according to most of the respondents in the focus groups. Corroborating this information, the key informant 6, who is a student at University of Benin, mentioned that his annual cost of living as a student exceeds the scholarship grant. According to him, “my monthly expenses is in the region of 15,000 to 18,000 Naira, and when you multiply this by twelve (12) calendar months, it is probably above what Shell Nigeria pays as scholarship grants. Nonetheless, I am convinced that the scholarship grants go a long way in supporting the beneficiaries”. However, the key informant 6 raised questions on the procedures and number of awardees.

According to Goal 1 of the Sustainable Development Goals, people living on less than \$1.25 a day are classified among the population of the world living in extreme poverty (United Nations 2015, 4). Considering the expenses of the students and the \$1.06 per day grants awarded in scholarships, there is a deficit. It, therefore, falls under the poverty line of the United Nation’s Sustainable Development Goals. One of the respondents asserted that “most of us live in nearly uninhabitable apartments and eats two-square meals daily as a way of surviving the economic challenges in this part of the world”. Both recipients of the scholarship awards that participated in the focus group interview substantiated this claim. The beneficiaries explained that despite the scholarship grants, life was a bit difficult for them as students because they had no other source of support.

Further buttressing the assertion of key informant 6, most of the students in the focus groups criticised the scholarship system, claiming that it is limited to a specific category of students in the engineering department, and thus, makes them ineligible to apply for the scholarship programme. Some of them who are eligible also cited application hitches as a setback. In a related development, the key informant 5 stated that, “sometimes, the application link does not work, this may be due to technical problem or the poor internet services provided by the telecommunication companies operating in Nigeria. Similarly, the students are requested to submit a stamped letter of identification from some authorities, which sometimes proves abortive due to corruption and travelling expenses.” The surge of Nigeria’s corruption has resulted in

a state of crises of low technical development, decaying cities, increasing crime profile, underdevelopment, decaying infrastructure, constant declines in living standards, debt peonage, as well as the unceasing deteriorating capacity of managing internal and external conditions (Balogun & Okediji 2014, 102). Corruption, in the opinion of the key informant 5 has not only had its toll on the scholarship system, but it has also made some students who do not have money to tip some persons for such letters where demanded ineligible.

Other issues raised by the respondents are the number of beneficiaries granted the scholarship per annum, lack of proper infrastructure and system in place to support the students after the scholarship scheme, and the underdevelopment of the Niger Delta region and the nation at large. The key informant 3, explained that a good number of university students across Nigeria sit for the scholarship examination yearly, but only a few of them are granted the award. Given the data obtained from Shell annual report, the number of university students granted scholarships in ten (10) years is 6,000; that is an average of 600 per year. On record, the number of students that enrolled in 128 Nigerian universities in 2013 was 1.7 million (Ademola, Ogundipe & Babatunde 2014, 56). When these figures are compared, it amounts to 0.28 per cent, which is relatively low.

Nevertheless, Shell is also actively engaged in other scholarship programmes which makes it commendable. The respondents were, however, not impressed, citing the environmental degradation and their economic activities that has led to incessant loss of lives and equally left many people unemployed. As a result, many of them are dependent on a miracle for survival. Some have contested that the discovery of crude oil has brought forth not only boom but also doom to Nigeria (Ajiboye, Adisa & Jawando 2009, 225). Explaining further, Ajiboye et al. (2009, 225), insinuated that exploration activities in Nigeria merely translates into exploitation, thereby, resulting in poverty that often metamorphoses into many forms of crises such as communal clashes, youth disturbances, abduction of oil workers and intra-ethnic uprising.

Going by one of the recipients of the grant that participated in the group interview, securing employment in his field of study is not forthcoming due to the absence of a structure that supports the students after the scholarship programme, hence, the need

to settle for a low-income teaching job in a private school. The key informant 6 cited the incompetence of the Nigerian government and corruption for the ineffectiveness of the scholarship programme. The informant asserted that “Shell and other multinational oil and gas companies have set the motion in place, but the incompetent and corrupt Nigerian government are sabotaging their efforts”. According to Balogun and Okediji (2014, 102-103), corruption in Nigeria is widespread, and it manifests in practically every facet of national life. Furthermore, the consequence of corruption is calamitous on sustainable development when it is allowed to step up, not suppressed or become a norm (Balogun & Okediji 2014, 103).

The third informant agreed that the Nigerian government has failed in its duties to establish a system that supports the Nigerian citizenry at large. As stated by key informant 3, “the failure of the Nigerian government to institute an effective system that caters for all, is to blame for the high rate of unemployment and widespread underdevelopment, not Shell”. He, however, disagreed with the perspectives of the sixth informant, insisting that Shell is merely applying the remedial approach to seek the good face of the public and continue with their exploitation activities at the peril of the host communities. Most of the respondents in the focus groups, alongside the key informant 4, are of the view that the corporate social responsibility in Nigeria is not holistically executed, irrespective of the company involved. The key informants were asked to rate the scholarship initiatives, and the result is demonstrated in the following table.

Table 7: Respondents rating of the undergraduate scholarship programme

Informants	Rating	Comments
Key informants 3	Low	"The scholarship programmes have contributed next to nothing in the society."
Key informants 4	Low	"It is really difficult to feel the impact of CSR on the Nigerian society."
Key informants 5	Low	"If there is any form of CSR scholarship ongoing, I am yet to feel the impact."
Key informants 6	Average	"Though, I believe Shell and the Nigerian government can do more, I give Shell credit for their efforts in funding the education of some Nigerian students through scholarship grants."

From the account of the respondents, it is evident that Shell Nigeria's CSR initiative on education development in its host communities has yielded unsatisfactory results in the society. While some of them faulted the Nigerian government, others accused Shell of insincerity. Visser (2009, 491), insinuated that legal responsibilities in developing countries is generally lower in priority in comparison with developed countries; and that though, the companies do not necessarily flaunt the law, the presence of sufficient pressure to enforce a good conduct is missing. Furthermore, ethical responsibilities tend to have the least effect on the CSR agenda in developing countries (Visser 2009, 491). What the result of this analysis suggests is in tandem with Visser's theory on CSR in developing countries.

5.3 Overview of the Business Development Programme (Shell LiveWIRE)

As a result of the obligatory law of the Nigerian government which directs companies to play a role in the development of their immediate community, SPDC in collaboration with the communities and civil society and the federal government established the enterprise development programme as one of its social development projects. The youth-focused Shell LiveWIRE is a business development programme that helps young people within the age of 18 and 35 years to build entrepreneurial capacity. It provides the beneficiaries with training and financing to enable them to commence or

expand their businesses. Introduced in Nigeria in 2003, the programme makes it possible for young people to turn their business ideas into sustainable ventures by creating high employment, and likewise, opportunities to generate income. (Shell Sustainability 2014, 19 & Shell Briefing Notes 2020, 35)

For the past fourteen (14) years, the company has been regularly sponsoring entrepreneurship challenge as part of its corporate social responsibility to its host communities in Nigeria. The LiveWIRE scheme is considered an empowerment-based initiative by the organiser and company in addition to its central supportive resolutions. The enterprise development empowerment strategy involves a community-led development of entrepreneurs. The youths of the host communities with entrepreneurial ideas are trained and provided with finance to implement their business ideas for a specific number of years. This approach is based on a necessity to provide the monetary resources to the communities for development projects implementation. The fundamental essence of the initiative is to give members of the host communities the power to choose and implement entrepreneurial projects by themselves. The empowerment strategy gives technical supports, as well as acting as the facilitator, and also provides funds to assist in the business projects of the participants. (Shell Sustainability 2013, 8 & Shell Briefing Notes 2020, 35)

Since 2007, Shell Petroleum Development Company (SPDC) has been committed to helping local businesses, young people and entrepreneurs win contracts from the company. Per its global memoranda of understanding (GMoU), Shell Nigeria awarded contracts to over 140 Nigerian companies to provide services including the manufacture of equipment and plant components, dredging and transport as part of their enterprise development in 2009. Almost 2,000 Nigerian service providers have been trained in the contracting process, and over 3,000 members of the society in a variety of skills including project management, welding, scaffolding, catering, and entrepreneurship by the end of 2010. (Shell Sustainability Report 2009, 23 & Shell Sustainability Report 2010, 6)

In 2011, a joint Nigeria-China supplier forum was sponsored by Shell Petroleum Development Company (SPDC) as part of its continued effort to help local firms grow their businesses through the LiveWIRE scheme. The event was firstly held in Nigeria

and subsequently in China. The winner of Shell LiveWIRE Award in 2011, Obianuju Chukwuji Joseph asserted that “Before now, I thought Shell was a selfish company that was exploiting our community. Then, when I was job hunting on the internet, I came across Shell LiveWIRE. After a very enlightening training, we were assigned mentors and given start-up capital to start our businesses. I now run an interior decorating business and house-keeping services and employ people. Shell should create more awareness of its programmes so that more people can benefit”. Shell LiveWIRE celebrated its 30th anniversary in 2012 and the same year, around 2,500 new businesses were created, and nearly 9,000 persons were trained globally, including Nigeria. Workshops were also organised to foster support for local enterprises and jobs, with one focusing on Nigerian contractors and the other two in Iraq and Kazakhstan, respectively. (Shell Sustainability Report 2011, 5, 19 & Shell Sustainability Report 2012, 8)

According to Mutiu Sunmonu, the former Chairman of Shell Companies in Nigeria (SCiN), the company focussed on entrepreneurial capacity building among the highly vulnerable inhabitants of the Niger Delta region in 2013. The erstwhile Chairman explained that SPDC established four centres where women were taught skills such as fashion, printing, catering, and design. As of 2013, SPDC joint venture has spent \$130 million on community nominated projects including enterprise development in seven years. In 2014, the LiveWIRE scheme was expanded to place more attention on persons with physical impairments, and 180 of them upon completing their training, received grants. In the same vein, SPDC extended the programme to Ogoni land of Rivers State in the Niger Delta region. It was geared towards reducing oil theft and raising the living standards of the Ogoni people through alternative livelihoods. In executing the programme in Ogoni land, SPDC partnered with the United Nations Environment Program, which factors in the environmental sustainability conditions. Thus, while empowering the young members of the host communities with business projects, the environment will not be neglected. (Shell Sustainability Report 2013, 22; Sustainability Report 2014, 36 & Shell Nigeria Briefing Notes 2020, 35)

Shell LiveWIRE was broadened beyond the Niger Delta area to Lagos State in 2015. A total of 255 youths were trained, and 126 awarded business grants. By 2016, more than 3,300 trainees out of over 6,000 young adults trained in the Niger Delta to

establish and develop new businesses have been granted business start-up funds by SPDC JV. Shell LiveWIRE was inaugurated in the Ogbia community in the Niger Delta state of Bayelsa. The community is situated near Oloibiri, the cite of the first drilled oil well in Nigeria in 1958. Informal women traders, secondary school leavers and university graduates were the three categories of beneficiaries that went through entrepreneurship training, and upon graduation, around \$90,000 was awarded as business start-up grants to the trainees. Shell Companies in Nigeria (SCiN) spent \$31 million on social investment in 2018. (Sustainability Report 2015, 25; Sustainability Report 2016, 33 & Sustainability Report 2018, 40)

One hundred and forty persons received enterprise development and management training and were also granted business start-up funds in 2019. Since the commencement of the programme in 2003, over 7,000 Nigerian youths have been trained in entrepreneurial development and business operations in 2019. Further than the training in business development provided to the young indigenes of the host communities, the programme has likewise been vigorous in facilitating the establishment of businesses in the region. By 2019, the total grants so far awarded for the establishment of companies was close to 4,000. SCiN contributed \$40 million in enterprise support and other social investment programmes in the same year. The Shell LiveWIRE programme has reportedly been replaced by a livelihood project under the management of Hydrocarbon Pollution Remediation Project (HYPREP), an agency established by the Nigerian government. SPDC Joint Venture contributes funds to the agency, and it was billed to train 1,200 women in various skills in Ogoni land. The number of beneficiaries of the Shell LiveWIRE project within the years of consideration is highlighted in table 8 below. (Sustainability Report 2019, 33; 73 & Shell Briefing Notes 2020, 35)

Table 8: The number of enterprise development beneficiaries from 2009 – 2019

Description	Beneficiaries	Comments
Trained	7,000+	More than seven thousand young people between the age of 18-35 trained in enterprise development.
Grants	4,000+	Over four thousand people out of the trained persons received business start-up grants.

5.3.1 Analysis of the Interviews on Shell LiveWIRE Business Development Programme

The business development programme, Shell LiveWIRE is designed with the intention of empowering the youths in order to give them the capability of handling their business development projects. According to the key informant 1, Shell LiveWIRE project commenced with five entrepreneurs in Ndoni and three in Ogoni; and, after many years, the programme has empowered more than 250 young people in the communities. To assess the impact of the programme on the society, a few beneficiaries along with the key informants and respondents in the focus groups were engaged in a discussion to determine if it has affected lives positively in terms of awareness, processes, sufficiency of fund, employment and follow-up. While awareness centres on how informed the people are about Shell CSR initiatives; processes dwells on the steps taken to implement the CSR schemes; sufficiency of fund examines the value of CSR grants awarded the beneficiaries to ascertain if it is adequate or not; employment is to investigate the amount of jobs the projects has created; and, follow-up is concerned with how much support the beneficiaries are accorded after the monetary grants. Their ratings are demonstrated in the following table.

Table 9: Assessment of the Shell LiveWIRE programme

Informants	Awareness	Processes	Sufficiency of Fund	Employment	Follow-up
Key Informant 2	High	Good	Not sufficient	Good	Good
Key Informant 3	Average	Low	Not sufficient	Average	Low
Key Informant 4	Average	Low	Not sufficient	Low	Low
Key Informant 5	Low	Low	Not sufficient	Low	Low
Key Informant 6	Average	Average	Not sufficient	Low	-
GIA Bridals	High	Good	Not sufficient	Low	Good
Emperonic Clothing	High	Low	Not sufficient	High	Low

The key informant 2, Mercy Chukwuji Ikeji, the founder of De-Zionite Enterprises and Dezionite Helping Hands Development Agency NGO, who also benefitted from the programme in 2010, explained that the awareness of the Shell LiveWIRE is commendably high. In corroboration of this, two other beneficiaries of the empowerment scheme, Ngozi Nwankwo Birisibe, the proprietor of GIA Bridals, and Chuku Iheanyi Emperor, the owner of Emperonic Clothing, likewise explained that the information is easily accessible. According to Chuku Iheanyi Emperor who participated in the programme in 2018, “most residents of the Niger Delta region are aware of the LiveWIRE programme because it has been on since 2003. For instance, there were 8,000 applicants in 2018”. However, the other respondents are of the view that Shell Nigeria need to raise more awareness among the residents of the society. The key informant 3 stated that “a lot of people have heard about the Shell LiveWIRE scheme, but that is on the average when you compare it to the scholarship programmes”. Speaking further on the issue, the key informant 5 explained that though he is cognizant of Shell LiveWIRE, four out of five members of the Niger Delta communities are not aware of it. Most respondents in the focus groups agreed to the perspective of the key informants 5. From the experience of the researcher who is also from the Niger Delta region, this appears to be accurate, given that the current study exposed him to Shell LiveWIRE since its inception.

On the processes of the programme, most of the respondents rated the company’s approach low. Though, the representative of the NGO is of the view that the process is good but needs improvement, Chuku Iheanyi Emperor faulted the processes adopted in the implementation of the programme. The Emperonic Clothing owner stated that “8,000 of us applied for the programme in 2018, but only 120 made it to the two weeks training. The applicants were made to write examinations and face a panel of judges, and a good number of people with enviable business ideas were screened out on the ground of poor pitching”. Furthermore, Chuku Iheanyi Emperor criticised the examination approach, insinuating that the examination questions used in screening out some participants are unnecessary. The key informant 6 appears to agree with Chuku Iheanyi Emperor, explaining that he has applied twice but has never been invited to any screening session but he, however, has friends with excellent business ideas who never made it to the training.

According to the key informant 4, “my friend was in Shell LiveWIRE training for two weeks, where they were coached on writing a business plan, marketing, bookkeeping, business management and financial management in 2018. He was subsequently given a sum of 200,000 Naira out of the 400,000 total grant, and the remainder was paid over four months later”. Chuku Iheanyi Emperor who also benefitted from the programme the same year, shared a similar experience; stating that “the payment process was not encouraging. We literally begged to be paid the remaining part of our grants. As at the time of the second payment, some of the trainees have used the initial payment to solve some personal economic problems because it was not sufficient to implement their business ideas”. Most of the respondents are of the view that the number of beneficiaries per annum is on the low side and also criticised the stringent procedures and requirements such as applicant must be a Bachelor’s Degree (BSc) or Higher National Diploma (HND) holder, must have observed the mandatory National Youth Service Corps (NYSC), must not be employed, as well as pitching. As explained by the key informant 3, the Niger Delta region houses some of the most intelligent citizens of Nigeria with plausible business ideas and skills that could be polished with Shell LiveWIRE training and start-up grants. Unfortunately, some of them are ineligible for the scheme because they lacked the financial support to go through the higher institution to acquire the required certificates. The respondents' gesture points in the direction of a deliberate measure to limit the number of beneficiaries to a meagre figure which is not a welcome idea to the members of the society, most of whom are without a sustainable means of livelihood.

In the same vein, the respondents all agreed that the business start-up grant awarded to the beneficiaries after the training is mostly not sufficient to fully start-up a business. Mercy Chukwuji Ikeji of Dezionite Helping Hands Development Agency mentioned that 1,000 of them participated in the 2010 edition of Shell LiveWIRE and they were all paid the equal sum of 250,000 Naira each. The NGO representative further asserted that “in other editions of the programme, some participants have been paid more than others based on the type of business”; and also insinuated that the money was not sufficient, but it played a vital role in setting up her business, De-Zionite Enterprises. Ikeji also added that she was awarded another grant when she participated in the international edition of the Shell LiveWIRE programme in 2016. Chuku agreed with the perspective of the NGO representative. According to the Emperonic Clothing owner,

“Shell Nigeria paid me 200,000 Naira after the training and another 200,000 nearly six months later after inspecting to ascertain that the beneficiaries truly invested the money in their business plans”. Chuku explained that the initial payment was not sufficient to start-up his fashion business, and it was necessary to take a loan to complement the money. Most of the respondents criticised the amount of money awarded as business start-up grants to the beneficiaries. However, the key informant 4, believes the objective of the grants provided by Shell Nigeria is to support and not meant to fund the business entirely.

On the impact of the programme on employment, the beneficiaries of the programme agreed that it has contributed tremendously to reducing the unemployment rate of the Niger Delta region. According to Chuku, “Shell LiveWIRE has significantly impacted the society in terms of employment in the sense that it has empowered some members of the society who has equally employed others. For instance, I have four permanent employees and some contract workers under my company. It is indeed taking the youths out of the streets.” Most of the other respondents, however, disagreed with this claim; insinuating that majority of them participating in the discussion are unemployed. Other issues raised are the high rate of people rendered redundant in the agrarian sector due to the activities of oil and gas companies in the region, unhealthy labour market, poor infrastructural development and epileptic power supply which also plays a critical role in business activities. These, in their opinion, are responsible for the high rate of crime and youth unrest in the Niger Delta area. It is argued that the presence of petroleum resources and oil exploration activities in the Niger Delta area has adversely affected the livelihood of its residents, consequently rendering many of them unemployed (Enuoh & Eneh 2015, 77). As explained by Ben (2016, 2), unemployment remains a hydra-headed monster existing among the Niger Delta youths. A large number of students graduate from the higher institutions annually without hope of employment. The number of tertiary institutions graduates is reportedly on the increase annually and, thus, adds to the growing number of unemployed youths littering the communities with attendant negative impact on the region (Ben 2016, 2).

Apart from Chuku Iheanyi Emperor who mentioned that a Shell Nigeria’s representative only called him once since the completion of his training in 2018, the other two beneficiaries Ngozi Nwankwo Birisibe and Mercy Chukwuji Ikeji maintained

that the company is still in contact with them. From the interview sessions with the 2003 and 2010 beneficiaries, Birisibe and Ikeji, Shell Nigeria has introduced them to a finance company, GroFin, where they can secure loans when necessary, and also exposed them to other business opportunities including internationalisation. GIA Bridals proprietor, Birisibe asserted that “they do a follow-up, they do not merely offer training and grants, then leave. As part of the follow-up activity, Shell helped me to secure a loan at GroFin, and they are doing enough to ensure the survival of my business by exposing me to other business opportunities”. The key informant 3 and 6 were not convinced with this claim, insinuating that some of the beneficiaries are no longer in business and are presently unemployed. Chuku corroborates the view of the informants, explaining that there is presently no form of follow-up between him and Shell. From the discussions, Shell Nigeria does not have a track record of a good number of the beneficiaries of the Shell LiveWIRE project. The programme and its impact on the society was rated, as shown in Table 11 below.

Table 10: Respondents’ rating of Shell LiveWIRE’s impact on the society

Informants	Shell LiveWIRE	Impact on Society
Key Informant 2	4.5	High
Key Informant 3	1	Low
Key Informant 4	1	Low
Key Informant 5	1	Low
Key Informant 6	1	Low
GIA Bridals	3.5	Good
Emperonic Clothing	2	Satisfactory

While most of the non-beneficiaries and Chuku are of the view that the Shell LiveWIRE programme needs to be restructured, the key informant 2, Ikeji, maintained that the company is implementing the programme with the right approach. According to the NGO representative, Ikeji, “Shell is doing what they are supposed to do, but the Niger Delta youths are not taking good advantage of the programme. Some beneficiaries also squander the business start-up grants without investing”. Birisibe corroborates

Ikeji's stance on the issue but stated that there is room for improvement because the structure can be better. Further discussion with the respondents revealed that Shell LiveWIRE has had a positive impact on the Niger Delta region. According to Chuku, "Shell LiveWIRE is changing lives. I encourage every young person of the Niger Delta region to take advantage of it". A chunk of the respondents dismissed this claim, using a good number of the unemployed participants of the discussion to buttress their position. The Nigerian economy stopped oscillating and stabilised at about 5.5 per cent growth annually; however, the unemployment rate continues to rise (Olusola & Egbetunde 2015, 539). Unemployment and poverty are not peculiar to the Niger Delta region, but members of the host communities believe an oil-rich region should not have to suffer such fate, but, instead, should enjoy the dividend of value creation from the multinational oil and gas companies exploring their collective resources (Enuoh & Eneh 2015, 80).

Given that the programme has ensured a notable per cent development of the youths' business plan in the host communities, the objective of Shell LiveWIRE can be said to be on the right track. Nonetheless, most respondents interviewed insinuated that this approach to empowerment has not increased income. Initially, the Shell LiveWIRE project was created to help in measures of capacity building in host communities, in order to equip the people with the essential skills and know-how to fully engage in the entrepreneurship development. In the interview with the key informant 1, he hinted that: "the inauguration of the Shell LiveWIRE programme was to support and promote Nigerian home-grown innovation in domestic business. The major purpose for designing the project is in two-folds, which are conflict management and community-level business planning". The programme seems to be a change in the orthodox practice given its inclusive and participatory procedure in business development planning and empowerment activities, whereby, every potential beneficiaries in different sectors such as trade, biodiversity, information communication, agriculture, etcetera, took part in the collective decision-making on establishing the priorities with regards to their businesses and how the funds from the Shell LiveWIRE project could be channelled to meeting the identified collective needs in the society.

The Shell LiveWIRE programme provided monetary grants for the development or rehabilitation of qualified small-scale business outfits that meet the requisite standards

of the programme, and also larger enterprises across the host communities in addressing the rural investment needs. It is similarly engaged in enhancing the beneficiaries' capacity to diversified job opportunities by assisting them to gain access to funding to invest in a business which is a core part of the Shell LiveWIRE programme objectives. Birisibe mentioned that though she participated in the inaugural edition in 2003, the follow-up service enabled her access to 1.3 million Naira funding in 2016. Going by the information provided by Birisibe and Ikeji, the business advisory services of Shell LiveWIRE is one of the relevant components of the programme. The component has significantly supported the beneficiaries seeking advisory services. Business advisory services enabled the Shell LiveWIRE beneficiaries to gain access and adopt suitable technologies and related extension services to diversify and enhance their businesses, and besides, improve practices of environmental management. The NGO representative, Ikeji, asserted that "Shell LiveWIRE's advisory services organise workshops to strengthen entrepreneurial skills in order to boost enterprise development and administration through trainings on financial management, business planning, investment management, record keeping, and bookkeeping as part of its follow-up activities". Dezionite Helping Hands Development Agency NGO is also engaged in this activity as a means of giving back to the society to mitigate hardship in the communities.

The business advisory service approach is a paradigm shift from the supply-driven method, which is tradition-bound, in the sense that it has proven to be non-responsive to the end-users' needs of the services. The beneficiary manages the execution of the advisory services, select whom and where to buy the services, and also make a contractual arrangement directly with the service provider under this component. Likewise, Shell Nigeria introduced the Project Management Monitory and Evaluation service to ensure the impact of LiveWIRE project is sustained in the host communities. It supports existing or new institutional units and systems at local and state levels for inclusive project supervision and coordination, and it is expected to bolster the quality and effectiveness of business operations. It was legislated to improve the current database, as well as the company's corporate social responsibility strategy and policy formulation and implementation capacity.

Shell LiveWIRE is used as an instrument for socially comprehensive and participatory entrepreneurial enhancement, intended to boost the cohesion of the youths and diminish conflicts resulting from resource-access in the targeted regions for implementation of the project. Nevertheless, the conflict between Shell and the Ogoni people remains an unresolved issue (Osagie, Akinpelu, Adegoke & Ezeani 2010, 83). According to the respondents, the conflict has spiralled into many other criminal acts such as kidnapping, armed robbery, oil theft, cultism and loss of innocent lives and properties. Going by Shell's Briefing Notes (2020), the company recorded its highest number of sabotage spills in 2019 as a result of conflicts (see appendix 3). The issue of resource control is one of the major cause of the brewing conflict, which if not well managed by the Nigerian government in due time, may accelerate tensions that could culminate in further destruction of properties and lives (Osagie et al. 2010, 83). Also, with the introduction of the entrepreneurship empowerment and community development strategy, the youths participating in the programme are empowered to perform their business activities decisions, and equally given more voice on the use of limited resources.

According to some of the respondents, the project has created some value to the stakeholders. However, they are of the view that there is still much to do to lessen the poverty level and environmental damage in the region and Nigeria at large. Conversely, Enuoh and Eneh (2015, 76) insinuates that the absence of an enabling environment has largely affected the implementation of CSR in the Niger Delta area, thus, affects the efforts made by Shell and other oil and gas firms operating in the host communities to contribute meaningfully to the region's development. However, several issues adversely affecting the livelihood of the members of the host communities are not incorporated into the GMoU approach adopted as a CSR strategy, hence, its failure to provide sustainable development benefits in the Niger Delta area (Idemudia & Osayande 2016, 162). Most of the respondents believes that for the Shell LiveWIRE to have a notable impact on the region, Shell Nigeria has to review its implementation policy; but more importantly, the Nigerian government need to put more efforts into genuine approach void of corruption to piloting the affairs of the nation for an effective CSR that will create value for all stakeholders.

5.4 Impact of CSR Policies and Shell

The findings indicate that multinational companies in developing countries, specifically, the oil firms operating in the Nigerian petroleum industry are actively engaged in corporate social responsibility to balance the triple bottom line. Thus, in their bid to satisfy the demands of the internal stakeholders through profit-making, the demands of the external stakeholders which centres on the environmental and social aspects are not compromised.

However, regular and incessant pressure has given rise to the active engagement of the government and MNCs in CSR initiatives. In Ogoni land for instance, the government initially ignored the numerous chagrin and protests of the members of the host communities but started paying more attention following the execution of Ken Saro-Wiwa and eight other activists. This led to the intervention programme that gave rise to a number of CSR policies, amongst which are Shell Nigeria's education and business development programmes.

SCiN has successfully given scholarship awards to over 6,000 students in Nigeria and given out business grants to over 4,000 persons out of around 7,000 enterprise development trainees within the period of consideration, 2009 to 2019. Nevertheless, majority of the respondents insinuated that the programmes are merely remedial and deceptive. Majority of the interviewed persons faulted the awareness and processes adopted in the implementation of the programmes.

Furthermore, a larger percentage of the interviewees hinted that the CSR initiatives has not created any value in the society. In the light of this, the stakeholders' pressure has continued unabated even 25 years after the Ogoni crisis, thereby, metamorphosing into alarming security issues that has resulted in the loss of lives and properties. These activities of the stakeholders which birthed violent militancy, whose main approach includes kidnapping and destruction of oil facilities has further aggravated the environmental degradation, increased unemployment rate and made the area difficult to reside.

Similarly, a section of the respondents cited the high rate of corruption at the government level as a major hindrance to the CSR initiatives of the multinational firms operating in the petroleum industry of Nigeria. Thus, the respondents are of the view that a holistic CSR policy void of corruption is imperative to actively engaging with the stakeholders. This in their views, would contribute a meaningful impact to the development of the host communities and improve the lives of the inhabitants.

6. DISCUSSION AND CONCLUSION

This section of the thesis provides the discussion, conclusion, and contribution to theory. I also bring suggestions for further actions for CSR policy implementers, as well as for researchers with interest in conducting research in the same area of study. It also provides the limitations encountered by the researcher during the study.

6.1 Discussion: Multinational Corporations and CSR in Developing Countries

To conduct this study, the following research questions served as the guidelines: what are the main challenges for multinational corporations adopting CSR policies and strategies in developing countries? and what are the main challenges for the country-level?; what are the main factors affecting the corporate social responsibility programmes of MNC in developing countries?; and; what is the impact and performance of Shell Nigeria's CSR programmes 25 years after the Ogoni crisis?

The assessment of the performance and impact of Shell Nigeria's CSR policies 25 years after the Ogoni crisis revealed that the community development strategy adopted by the company are not sufficiently potent to invigorate all-encompassing community development as they seem to be unilateral and hierarchical, of which the educational and Shell LiveWIRE programmes are listed examples of the ineffectiveness. Shell Nigeria employs the Global Memorandum of Understanding approach to CSR strategy as part of its initiative to contribute to the development of its host communities following the Ogoni crisis. The GMoU approach allows the host communities' members to choose whether to undertake ownership rights and be fully involved in development projects implementation located within their communities. The key informant 5 informed that "Shell Nigeria makes agreement with the respective community groups to undertake specific projects geared towards development for a defined timeframe in line with the value of its investment in the community". Despite the fact that since the Ogoni crisis, Shell Nigeria's CSR approaches seemed promising, yet the execution procedure is by all accounts insufficient as cases of little to non-existing follow-up is evident in the projects, the LiveWIRE programme in particular.

From the discussion with a stakeholder in Shell Nigeria during the interview session, it was evident that the respondent does not have comprehensive statistics of the business projects of all the youths participating in the programme in the host communities over the years. Some of the respondents also mentioned that there have been some cases where Shell Nigeria merely gave money intended for community projects to a few persons who basically shared it between themselves to the detriment of the communities at large. According to the key informant 6, “one of the major challenges we are facing in Ogoni land is greed and corruption”. Stating further, the informant explained that it is a collective struggle against injustice and underdevelopment, but some members of the communities capitalise on the opportunity to enrich themselves. Similarly, some respondents equally cited occasions of the youths in Ogoni land fighting over money related issues.

In like manner, the key informant 3 corroborated the above assertion and added that some youths have lost their lives in the course of the fights; and equally highlighted instances when some of the community members met with Shell Nigeria, collected, and lavished considerable amount of money intended for development projects of the community. The company was also accused of bribing some members of the communities who the respondents described as betrayals and hinderance to the progress of the region. The key informant 5 hinted that “these issues has been going on for several years unabated”. Majority of the respondents are of the view that Shell is doing more harm to their environment than good and believes that the communities will experience some peace and progress in the absence of the oil company. These assertions corroborate the corruption allegation of key informant 6. Some of the comments made by the respondents when quizzed on the impact of Shell Nigeria’s CSR initiatives are highlighted in the table below.

Table 11: Respondents' comment on impact of Shell Nigeria's CSR initiatives

Informants	Comments
Key informant 2 (Dezionite Helping Hands Development Agency NGO)	"Shell has contributed tremendously to the development of Ogoni land but a lot more is left undone."
Key informant 3	"The impact of Shell's CSR approach remains invisible to majority of Ogoni indigenes, though there are claims of huge sums of money provided for that purpose annually."
Key informant 4	"What is reported in the news differs from the reality. This region remains underdeveloped and a lot of Ogoni indigenes are yet to benefit from the CSR projects."
Key informant 5	"It is obvious that some people are playing on our intelligence. However, we hope to hear the outcome of the summoned Minister of Niger Delta Affairs over fraud allegations."
Key informant 6	"SPDC has done well in complying with government's directives to develop the host communities in Ogoni land but corruption, politics, and power-play has marred the efforts made by the company towards well-meaning CSR initiatives."
Emperonic Clothing	"Shell Nigeria has impacted lives positively, but the impact is hardly felt or visible in the society. Perhaps, the structure of the country is impeding the CSR programmes."

From the comments and gesture of the respondents, it suffices to suggest that corruption, the structure of Nigeria and absence of an enabling environment are the major setback and not Shell's failure to do its part. However, most of them accused Shell of conniving with a few individuals in the communities to deny them of their rights. Efforts made to get the company's representative comment on the allegation proved abortive. This is suggestive of the fact that there are elements of truth in the respondents' comments. One of the greatest challenges of Nigeria is corruption and it

has likewise found its calamitous and ugly impacts in all segments of the nation which also includes the Niger Delta Development Commission (Isidiho & Sabran 2015, 38). Visser (2009, 483) implied that in developing countries, CSR is habitually viewed as a means of plugging the governance gaps caused by under-resourced, weak or corrupt governments that has neglected the need to provide social services such as roads, education, electricity, housing, health care, etc. This is evident in Nigeria, where the responsibility has been shifted to the private sector due largely to poor governance and weak institutions. As mentioned by Ojo (2012), for CSR to have a meaningful impact on the society, it is important that the government create an enabling environment and develop quality policies aimed at reducing poverty and protection of the environment.

Similarly, the summoning of the Minister of Niger Delta Affairs by the federal lawmakers over missing 40billion Naira belonging to the organisation has been in the news in recent times (see appendix 4). The Niger Delta Development Commission (NDDC) was set up as an intervention bridge to solve the numerous challenges of poverty, conflicts, youth restiveness, underdevelopment and others facing the communities (Isidiho & Sabran 2015, 38-39). Shell and other oil firms operating in the Nigerian petroleum industry makes significant amount of donation to the commission annually (Idemudia 2007).

According to key informant 4, “the visible corruption in the system and the ineffectiveness of multinational oil companies’ corporate social responsibility policies remains one of the primary cause of oil theft by the youths, which leads to spillage and consequently cause more harm to the environment”. Shell Petroleum Development Company (SPDC) reported 156 cases of sabotage spills in 2019 (see appendix 3). This figure is the highest case of sabotage spillage since 2010 which have mostly been above 100 cases each year. Further explaining, the informant stated that Niger Delta youths resorted to oil theft and militancy as a way of protesting against the government and the oil companies operating in the region, and it has since degenerated into other crimes such as kidnapping, armed robbery, cultism and more, and the residents are mostly at the receiving end of these perilous activities.

Given the eyewitness account of the researcher, the issue of underdevelopment is equally visible as alleged by some of the respondents. The lack of development in the Niger Delta is frequently used to rationalise the curse of progress in the region (Agbibo & Maiangwa 2012, 116). Despite the abundance of natural resources in Ogoni land, the region remains one of the most underdeveloped in the country. Out of the seven key informants asked to rate Shell's CSR performance on a scale of 1 to 5; with 1 representing poor; 2, satisfactory; 3, good; 4, very good; and 5, excellent; only one of them gave a rating of 2 (see table 3 below). According to a respondent, "they are no longer united, and Shell is capitalising on this opportunity to cause further disunity among them". This kind of gesture negates sustainable development goals.

Table 12: Shell SCR performance rating by respondents

Correspondents	Rating	Interpretation
Key informant 2 (Dezionite Helping Hands Development Agency NGO)	1	Poor
Key informant 3	1	Poor
Key informant 4	2	Satisfactory
Key informant 5	1	Poor
Key informant 6	1	Poor
GIA Bridals	1	Poor
Emperonic Clothing	1	Poor

Additionally, the investigations uncovered the inappropriate approach employed by the organisations operating in the Nigerian petroleum industry in handling the issues associated with environmental damage in the area. The firms operating in the petroleum industry of Nigeria are consistently engaged in exploitation activities that often culminate in pollution. These activities are responsible for the recurrent cases of gas flaring and oil spillage which is harmful to environmental and inhabitants of the region. The process of oil and gas exploitation and production activities in the Niger Delta are associated with flaring and venting which has over the past five decades

released significant volume of emissions into the environment (Ite & Ibok, 2013, 71). In particular, flaring of gas, has been a recurring issue throughout the oil-producing communities in Ogoni land and the Niger Delta area as a whole and the companies appears less concerned about the effects on the environment. As noted by Idemudia (2014, 208), the oil MNCs operating in the Niger Delta handle gas flaring, oil pollution, and the ensuing adverse effects on the environment as an inherent component of crude oil extraction process and are conceived as externalities, which can be addressed through monetary recompense. According to most of the respondents, virtually all the companies operating in the Nigerian oil and gas industry engage in gas flaring because there are no stringent legislations to check their activities. These unsustainable activities are highly not eco-friendly and unfavourable to societal advancement. Due to oil explorations, industrial emissions, and other threats, numerous communities are suffering (Chikaji and Abdullahi 2016, 5). The respondents insinuated that not only has the impact of the activities rendered many residents of the region unemployed, but it has also led to illnesses and several deaths.

6.1.1 Summary of Discussion: Research Questions and Outcome

From the findings, the researcher, thus, provides answers to the research questions as follows:

RQ1: What are the main challenges for multinational corporations adopting CSR policies and strategies in developing countries? and what are the main challenges for the country-level?

Summarily, the research results indicates that the main challenges faced by multinational corporations in CSR practice in developing countries encompasses weak institutions, corruption and lack of enabling environment. Given the outcome of the result, developing nations, Nigeria a case study, do not have strong institutions in place which are vital for a system to function effectively. The absence of stable and durable institutions has paved way for corruption and unfavourable working environment.

RQ2: What are the main factors affecting the corporate social responsibility programmes of MNC in developing countries?

Specifically, the challenges affecting MNCs' CSR programmes in developing countries in the context of this study are corruption, unethical practices, conflicts and poor structure of the country. The findings of this research reveal the pervasive level of fraudulent and dishonest characteristics of the Nigerian government in handling public affairs and resources. Corruption has crept into virtually all sectors of the country and the MNCs has capitalised on it to engage in unethical practices. For instance, Shell Nigeria is reportedly engaged in bribing some members of the host communities as a form of CSR practice. Activities of this nature has aggravated the conflicts in the region, and consequently makes CSR more difficult to implement due to the several resulting issues and needs of the stakeholders. Some of those issues that results from conflicts in this case includes health concerns, destruction of infrastructure, loss of properties, and further environmental degradation. The effect of this, is lack of sufficient focus on human development projects and a shift towards rehabilitation and remediation programmes. Furthermore, the lack of a proper structure is a recurring evidence during this investigation. It is a common knowledge that government must function adequately and effectively for a nation to thrive. In the case of Nigeria, the government has neglected its primary responsibility of good governance, which includes workable framework and productive and execution of laws, thereby, setting the stage for activities that gives rise to CSR challenges.

RQ3: What is the impact and performance of Shell Nigeria's CSR programmes 25 years after the Ogoni crisis?

The outcome of this study brings to fore the notable size of Shell Nigeria's annual corporate social responsibility activities. The oil and gas corporation has several CSR programmes that has positively affected many members of the Nigerian society. However, the results revealed that the company is merely distributing money in the form of grants to members of the society without adequate implementation of holistic CSR. Shell Nigeria's CSR initiatives has, though, gainfully created some jobs, the rate of unemployment and poverty is relatively high. In the same vein, rather than strengthen the communities, improve wellbeing, reduce conflicts and criminal

activities, the society and system continues to deteriorate. This demonstrates the weak performance of Shell Nigeria's CSR programmes and as a result, the impact is barely noticed even after 25 years of the Shell-Ogoni crisis that gave rise to several CSR policies as a means of intervention and reconciliation.

6.2 Conclusion: Country Level

Given the increasing attention on corporate social responsibility, both in social development, particularly in developing nations, Nigeria as a nation has not witnessed a period in its history when managements are demanding quantitative evidence to justify the apportionment of limited resources for CSR undertakings like the contemporary period. Thus, this clearly explains that for a business to operate successfully it cannot neglect its communities of host. Nonetheless, irrespective of a business opening to the interests of the inhabitants of its host communities, it should not compromise the priority of seeking profits, as well as not ignoring its obligation to its internal stakeholders which is to maximise returns on investments. Therefore, a business should identify norms of conducts expected of them and stick to that in order to create a balance. This research work discloses that the size of a firm has a palpable influence on the link between value creation and CSR. Consequently, a company's corporate size should reflect in its CSR activities. It is therefore imperative for administrators to take into account the CSR initiatives in accordance with economic development of the society where it operates. Business administrators must apprehend that a misalignment of internal factors with corporate social responsibility can be detrimental to the business, and likewise have a negative impact on the market value of the firm. Hence, the need to carefully examine the framework in entirety prior to CSR initiatives implementation.

The outcome corresponds with views advanced by Jamali and Neville (2011, 612-613) which states that CSR engagements do not increase companies' market value or profitability, therefore, it would be wise to expend resources committed to CSR from a social angle, on improving the efficiency of the company. Nevertheless, these views are considered as too extreme by this study, reason being that organisations need the society to exist. Besides, with regards to a developing nation like Nigeria, the organisations depend largely on tapping of material, natural and human resources

used in their operations from the society. Thus, it is appropriate for the organisation to reciprocate with a genuine social responsibility as long as the business scheme continues to be a sub-scheme of the society. Resultantly, the contemporary manager has no option than being socially responsible in accordance with the expectations of the society.

In modern times, the centrepiece of corporate social responsibility practice has significantly shifted from mere altruistic gestures or philanthropic to addressing genuine development matters of the stakeholders. As a result, the focus of corporate social responsibility in modern time is sustainable development or sustainability. Any initiative of CSR geared towards addressing the development needs of the people should be more than the philanthropic approach that has become commonplace among the MNCs operating in the Nigerian petroleum industry. In corroboration of this, Laurie, Nonoyama-Tarumi, Mckeown and Hopkins (2016, 236) insinuated that sustainable development is a far-reaching concept than merely engaging in philanthropic and charitable works. According to the author, development undertakings are considerably more complex than charitable or philanthropic donations that directly hand-over money to individuals, hospital or a school; irrespective of how welcomed these appears to the beneficiaries. Furthermore, he emphasised that development encompasses collaborating with public organisations the stakeholders to create projects that are sustainable.

With the UN at the forefront of sustainable development campaign, it suffices to say that it has become a global concern. In 2015, the United Nations held a special session at their New York Headquarters where delegates from numerous organisations and groups across the globe as well as the government and heads of state of 193 nations met to chart the way forward. The meeting resulted in a fresh 17 points Sustainable Development Goals global agenda. Mainly, the goals were geared towards addressing some crucial global sustainable development challenges which includes disability and persons with disability, inequalities, unsustainable cities and communities, low quality education, extremism, global natural disasters and health threats, poverty among and within nations, conflicts, climate change, unemployment, amongst others. These sustainable development goals which were implemented in 2016 serve as an expansion over the United Nation's millennium development goals and represents the

future development vision of the organisation until 2030 at least. United Nations clarified that the new 17 goals global agenda are designed to complement, and not to replace the millennium development goals in a related report. (Morton, Pencheon & Squires 2017, 82-84 & United Nations 2019)

Specifically, the oil and gas organisations operating in the Niger Delta communities can do more than their prevailing approach to CSR in the region if they shift their focus to sustainable development projects as opposed to merely embarking on ad-hoc or counter-active interventions which remains the case of the region 25 years after the Ogoni crisis. When corporate social responsibility is undertaken proactively, it promotes the interest of the public by encouraging community development and growth, and by willingly eradicating practices that damage the public circle, legality regardless (Torugsa, O'Donohue & Hecker 2013, 387-389).

The oil-rich Niger Delta area of Nigeria has been confronted serially with environmental and social crises, youth restiveness and the devastating violent activities of militant groups in Ogoni land and its neighbouring communities over the years. Several people have emphatically attributed the main cause of the unrest in the region to the activities of oil deposit and exploration activities. Many perceive the unceasing conflicts as a contest or tussle to wield power and exercise control over the region. Principally, issues relating to environmental degradation, mostly orchestrated by exploration activities which are harmful to the environment that regularly result in gas flaring and oil spillage in the region are common. Likewise, social matters like extreme poverty and gaping underdevelopment as a result of ostensible negligence by the multinational oil and gas companies and the federal government of Nigeria have constituted the substratum of unrest in Ogoni land. All the aforementioned issues are affiliated cases that arise, perhaps, from the failure of the oil companies and government of the federal republic of Nigeria to engage the aggrieved groups of the region adequately in an effective dialogue to ascertain their grievances and come up with strategies to resolve the recurring deadlock. Consequently, it raises serious concerns regarding the degree of relevance attached to the practice of corporate social responsibility in the Sub-Sahara African nation, particularly, in Shell and other multinational companies operating in the Nigerian petroleum industry, which formed the basis of this research after 25 years of the Ogoni crisis.

In summary, the study contends that sustainable and proactive CSR strategies and initiatives are essential development solutions needed to restore a long-lasting peace in Ogoni land and its neighbouring communities. Therefore, the research explores means in which the companies working in the Nigerian petroleum industry can positively contribute to the sustainable development of Ogoni land and Nigeria at large; and similarly tackle the recurring environmental deterioration issues that has become commonplace in most developing countries, particularly, in Africa.

6.3 Contribution to Research Framework

This section lays focus on the theoretical contribution of this research. It shall beam light on the main theories earlier reviewed in chapter two of this master's thesis and their impact on this study.

6.3.1 Contribution to Theory

This study investigated corporate social responsibility practice in the petroleum industry of Nigeria with specific focus on Shell Companies in Nigeria. The study's examination on the use of CSR practices in the petroleum sector of the Sub-Sahara African nation detected that majority of the multinational firms operating in the oil and gas industry adopted social responsibility as a strategy for conflict management in their implementation of corporate social responsibility. This is not exactly in tandem with the environmentally friendly motives popularly discussed in major theories. Going by this, it suffices to state that the CSR concept has moved further than the organisational public relation tool overtime to a different dimension, where policymakers are effectively engaged with the cycle for the purpose of national security.

There exists a basic idea that creating services and merchandise for the bottom of the pyramid is the paramount obligation of a business venture with communal advancement objectives. Nevertheless, there is no proof that backs this business contributions argument (Jenkins 2005). Primarily, due to the fact that the main target is seldom those at the base of the pyramid but the people with reasonably higher

revenues residing in the poor regions of the world. Moreover, services and goods offered to the base of the pyramid has repeatedly failed to meet the essential needs of the underprivileged population and impact sustainability positively. Conversely, this research work rejuvenates the wealth creation capabilities of corporate social responsibility and its operational mechanisms in developing nations.

Furthermore, the examination demonstrated how corporate bodies correspond with intergovernmental associations on the rudimentary premise that the way to mitigate poverty is growth on the economic front. Thus, the firm appears as the focal component for the eradication of poverty in government's strategy. Nonetheless, it is likewise imperative to figure out innovative solutions to the challenges of the host communities via cooperation with the governments, bilateral and multilateral financial institutions, as well as local civil society organisations. In addition, the study highlighted the degree of corporate bodies and governmental role in development, following the recommendations from corporate organisations and based on the proposals of the United Nations.

6.3.2 Contribution to Stakeholder Theory

The concept of stakeholder pressure is the ability of a company's stakeholders to influence and affect its decision (Fassin 2009). Stakeholder engagement, on the other end, are practices that a corporation performs with the aim of positively including the stakeholders in the execution of organizational activities (Greenwood 2007, 317). These theories were critical to the case being examined, which originated from negligence of the need to actively consider the stakeholders in the case company's core organizational decisions. An act which resulted in crisis and numerous CSR initiatives as a means of reconciliation. Both the theory and outcomes of this study contribute to the researcher's understanding of the correlation between society and the company. This research work likewise contributes to the firm and society's understanding of the stakeholders' expectations and chagrins, as well as the adopted approach of the case company in engaging with the members of the society.

The findings suggest that the case company's strategy towards corporate social responsibility is largely affected by factors such as corruption and the country's

structure, consequently interfering with effectiveness of the CSR initiatives in actively engaging with its stakeholders. Other factors affecting the CSR programmes also includes the GMoU approach, bribery and conniving with selected members of the society in what may be described as unethical CSR practice. Hence, this study contributes to the CSR theory that holistically adds value to the company's stakeholders. Thus, the prospect that a genuine strategy void of corruption will be adopted and employed increases when the support and interest of the host communities is drawn forth from all actors.

In the same vein, the issue of failure and corrupt practices in Nigeria, particularly, at government level, was constantly mentioned in the findings of this examination. Though, several research papers have been conducted on MNCs practice of CSR in developing nations, very few has actively engaged the stakeholders in critical discussions of this nature. Therefore, this thesis equally contributes to the theory of corrupt practices in the country and its negative impact on the broader stakeholders in the society. It serves as a reminder to the policymakers that efforts to meet the demands of the stakeholders must be taken seriously to avert undue escalation of criminal menace which is currently interfering with the nation's economic activities.

One of the major causes of the Ogoni-Shell crisis is lack of proper engagement with the stakeholders, and the problem remains to date, hence, the rebellious groups and destruction of oil facilities, lives, and properties. Going by Crane and Amaeshi (2006, 249), the stakeholder engagement notion emphasises the need for all-encompassing, extensive, and balanced engagement. In this view, managers and policymakers can use the outcome of this study to formulate all-inclusive policies comprising strategic and effective communication, deliberate and conscious dialogue and advocacy that will serve the interests of aggrieved members of the society who currently feels subjugated and short-changed.

6.3.3 Contribution to Value Chain Theory

The objective of this study was centred on CSR in the Nigerian oil and gas industry and the value created by the policies of MNCs to the stakeholders. In this light, good-dominant logic and service-dominant logic were reviewed in the theory section of this

research (see 2.5.1 & 2.5.2). The good-dominant logic follows through the creation of value within the concerned company, which subsequently distributes it in the market, mostly through the exchange of cash and goods, and it does not involve interaction with other actors (Vargo et al. 2008, 146). On the other hand, the service-dominant logic implies that goods are simply a way of delivering service to the customers (Lusch and Vargo 2006, 40). This points to the fact that all actors, including the consumers create value in conjunction with each other, thereby, resulting in co-creation, which signifies that the creation of value is achieved through stakeholders interaction (Vargo et al. 2008, 147-148).

The findings of this research indicates that the case company in its corporate social responsibility approach, interacts with the stakeholders and also gives out grants to beneficiaries of their CSR schemes, who then create further value to other members of the society, however, insignificant it has reportedly impacted the society. The actualization of value happens when the consumers make use of the service or product and experience the real value (Grönroos 2011, 282). Thus, the outcome of this study reinforces the existing theories of good-dominant logic and service-dominant logic. Nonetheless, it also presents a new information regarding the role of awareness creation and processes in adding value to the society. Most of the respondents are unaware of the various CSR initiatives of the case company, while many who are aware also faulted the adopted processes. This must be addressed to create value.

This research work likewise contends that corruption, poor structure of a country and unethical practices, negatively impacts the creation of value in the examined case. Thus, for value creation to have a meaningful impact in the society, there must be calculated and genuine policies both on the part of the government and company, as well as an enabling environment in place. The issues raised here will be useful as secondary data to other researchers conducting study in the same or similar field, particularly, in developing nations.

6.4 Implementation to Practice

In line with the outcome of the investigation, the researcher, thus, makes suggestions to Shell to improve their CSR impact.

For an effective CSR practice to be attained, the governments must play its lead-figure role to ensure that the companies working within its territory act in accordance with rules and standards of the society. Thus, the Nigerian government should deem it necessary to make and execute holistic laws to prohibit the oil and gas firms from their unending environmental degradation practices during the processes of their operations. Though, there are existing regulatory laws to this course, further legislations should be added to strengthen them, particularly, in the areas of serious neglect such as the corrupt practices that has marred the system.

Also, the federal government of Nigeria should incorporate CSR programmes in the master plan of national development as a vital driver of a far-reaching development schemes. Likewise, the government should consider partnering with the multinational organisations operating in the Nigerian petroleum industry to plan and execute social investment initiatives in their host communities in Ogoni land and its environs, particularly, in the rural areas.

The non-governmental organisations, corporate bodies and the large organisations, particularly, the multinational companies operating in the oil and gas industry, should vigorously give consideration to pooling resources together and joining forces to implement top CSR practices in order to scale-up and formulate new projects that will extend to more beneficiaries in the host communities, especially at the local level. This will boost the impact of their CSR initiatives on the living conditions of the Ogoni indigenes, especially the vulnerable population of women, children and people with disabilities. To achieve this both the private sector and corporate houses non-governmental organisations stand to serve the people through their respective projects and initiatives.

During the study, it was observed that most members of the Ogoni communities are not aware of CSR, and the few ones in cognisant of it mostly see it as a rare privilege or charitable donations to the society. Hence, it is imperative that Nigerian government introduce CSR as a compulsory subject in academic institutions to sensitise the people about development and social issues. The role of corporate social responsibility should help multinational companies to strike a reasonable equilibrium between their

commercial activities and societal concerns that will chart the course for more effective CSR practices. This approach will motivate and encourage the youths, and likewise get them ready for imminent development challenges. It will also help them towards discovering more innovative ways to address the concerns of the poor and needy in Ogoni land and Nigeria at large.

6.5 Limitations and Suggestions for Further Study

As a result of the researcher's location and the Covid-19 pandemic lockdown across the world, there was minimal time available to meet more stakeholders in order to carry out a more comprehensive investigation. Thus, the researcher was limited to exploring the opinions of available stakeholders in Shell Nigeria on the impact of the company's CSR policies. Consequently, further inquiry that will comprehensively investigate the views of the Ogoni people on the efficiency of Shell Nigeria's CSR policies is recommended for future researchers. Such an investigation could yield a lot of significant outcomes, as the policy of the government of Nigeria, if influenced by the result of this study, may start reflecting such extensive provision on the petroleum industry.

Similarly, the key informants of the study were selected based on availability. Thus, a longitudinal research that would involve more stakeholders and beneficiaries of the company's CSR policies is crucial if data can be accessed for a comparative analysis to ascertain the genuine impact of Shell Nigeria's CSR policies in Ogoni land and its neighbouring communities. Such a study is imperative to support a strategic move to identifying novel and innovative methods to modify and enhance the standards of corporate social responsibility that cuts across board, not only in Nigeria but also in other developing nations.

6.6 Conclusions

CSR as a concept has overtime evolved. Although, definitions of CSR are abound, the organisation's ability to adopt practices that is centred on addressing the collective wellbeing of the broader stakeholders remains constant. The concept of CSR is commonly deemed identical to business ethics, it is however, tapered in range. An

organisation that is responsible socially can maintain a viable competitive edge by addressing environmental, economic, and social concerns. Some of the issues that CSR covers are business practices, social development, human rights, and environmental matters. MNCs do not take full cognizance of these issues in developing nations due to lack of effective legislations to checkmate their activities. This is largely responsible for the meagre value created in the host communities and the different stakeholders pressure activities. Likewise, the competitive dimensions that attract foreign direct investments encompasses competencies/skills, exports, technology/processes, infrastructure, and capital. The presence of these factors creates enabling environment for businesses to thrive. However, a deficiency of these dimensions is evident in developing countries, specifically, Nigeria.

This study reveals that the need for CSR is unquestionably appreciated in the Nigerian petroleum industry and it is, thus, practiced. Expressly, the CSR initiatives of the case company, Shell Nigeria, gives credence to this finding. This research work contends that CSR in the Nigerian oil and gas industry is influenced by some challenges which includes corruption, unethical practices, conflicts, weak institutions, and poor structure of the country, thus, adversely impacts the CSR initiatives of the multinational corporations operating in the nation. Consequently, the efforts of the MNCs towards CSR produce insignificant results. The findings of this thesis reveal that the Nigerian government has not created the enabling environment that will aid and stimulate CSR in the country. It is evident in the result that the government has done little to genuinely address the needs of the host communities and give them the needed support. This development is the rationale behind the continued agitation of the stakeholders and youth restiveness in Ogoni land and the Niger Delta region at large.

From the study, it is evident that Shell Nigeria has a good number of CSR projects geared towards community development. However, the results demonstrates that there is need for the company to re-evaluate its efforts in relation to community development in its communities of host with the aim of developing and embarking on CSR programmes that are effectively relevant to the stakeholders of the company in the host communities if the value must be felt by the larger society. In addition, the government must formulate genuine, progressive, and well-meaning policies targeted

at promoting growth and the social security of its people for CSR to have a meaningful impact in Ogoni land and the entire Niger Delta region.

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APPENDICES

Appendix 1: List of Interviewed Informants and Beneficiaries

Key Informant 1: Shell staff

Key Informant 2: Mercy Chukwuji Ikeji, Dezionite Helping Hands Development Agency
NGO

Key Informant 3: Store manager

Key Informant 4: Unemployed Accountant

Key Informant 5: Farmer

Key Informant 6: Student

Key informant 7: Ngozi Nwankwo Birisibe, GIA Bridals

Key informant 8: Chuku Iheanyi Emperor, Emperonic Clothing

Appendix 2: Interview guide

No.	Questions
1	Are you cognizant of Shell Nigeria's corporate social responsibility programmes in Niger Delta?
2	In your opinion, are these corporate social responsibility schemes in Shell Nigeria for the development of its host communities in Niger Delta and Nigeria at large?
3	What are Shell Nigeria's CSR programmes that are actively accessible presently?
4	Do you think the implementation of these CSR programmes has positively impacted the host communities of oil and gas companies?
5	After the Ogoni Crisis, has the CSR policies in Shell been adjusted to address the conflict resolutions and prevent possibility of reoccurrence of conflict?
6	On a scale of 1 to 5, how would you rate the CSR initiatives of Shell Nigeria?
7	Do you consent to the use and publication of this interview data?

Appendix 3: Data on oil flaring and oil spillage by SPDC extracted from Shell Briefing Notes 2020

OUR PERFORMANCE DATA

	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
FLARING OF ASSOCIATED GAS FROM THE SPDC JV AND SNEPCO OPERATIONS										
Flaring (upstream) (million tonnes hydrocarbon flared)										
Nigeria [A] [F]	0.7	0.6	0.8	0.5	0.9	1.2	1.2	1.5	2.0	2.4

OIL SPILLS AND DISCHARGES FROM THE SPDC JV AND SNEPCO OPERATIONS [B] [C] [D]										
Sabotage spills – volume (thousand tonnes)	2.0	1.6	1.4	3.9	2.3	2.7	2.2	3.3	1.6	3.0
Sabotage spills – number [F]	156	109	62	48	94	139	157	138	118	112
Operational spills – volume (thousand tonnes) [D] [F]	0.03	0.4	0.1	0.3	0.2	0.3	0.4	0.2	5.3	0.7
Operational spills – number [E] [F]	7	15	10	8	16	40	31	37	64	32

- A. Nigeria includes SPDC onshore operations (0.6 million tonnes flared in 2019) and SNEPCo offshore operations (0.02 million tonnes flared in 2019).
- B. All spill volumes and numbers are for spills of more than 100 kilograms.
- C. As of the end of March 2020, there was 1 spill under investigation in Nigeria that may result in adjustments.
- D. Nigeria includes SPDC onshore operations and SNEPCo offshore operations. A single spill at the Bonga field offshore Nigeria amounted to 4.8 thousand tonnes in 2011.
- E. Nigeria includes SPDC onshore operations (7 operational spills in 2019) and SNEPCo offshore operations (0 operational spills in 2019).
- F. We have updated some of our historical figures following review of the data.

Appendix 4: Corruption in NDDC



Minister of Niger Delta Affairs, Godswill Akpabio.

NDDC Scandal: Reps set to grill Akpabio, senior officials (LIVE UPDATES)

by Nasir Aytogo and Yusuf Akinpelu — July 26, 2020 6 min read

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The House of Representatives Committee on **Niger Delta Development Commission (NDDC)** will today continue with its investigative hearing on the alleged financial recklessness at the commission.

Expected to appear before the panel are the Minister of Niger Delta Affairs, Godswill Akpabio, and the Acting Managing Director of the agency, Daniel Pondei, who was summoned at the last sitting on Friday.

Mr Pondei, on Thursday, led a walkout on the committee.

He appeared with other management staff of the commission, and accused the chairman of the house committee on NDDC, Olubunmi Tunji-Ojo, of corruption. He said because of that, his team will not speak before the committee.

In May, a group accused Mr Tunji-Ojo of having benefited from award of contracts in the commission.

The lawmaker, however, described the allegations as shameful and baseless.

A lot of controversies have emerged in the NDDC in the past one year.

Due to criticisms of the operations of the commission, President Muhammadu Buhari, in 2019, ordered a forensic audit of the operations of the organisation from 2001 to 2019.

Lawmakers also commenced investigating the new management of the commission in May.

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